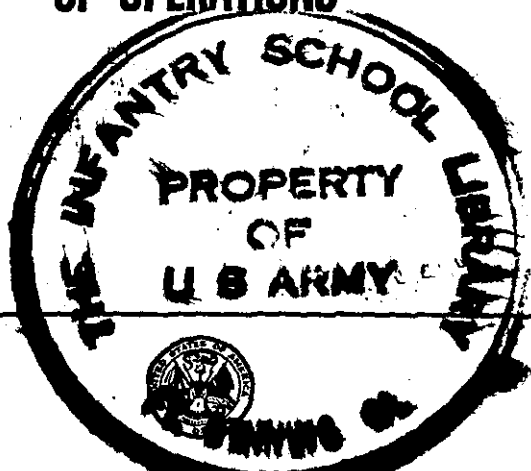


MHI
Copy 1

Copy #1
FM 55-4

DEPARTMENT OF THE ARMY FIELD MANUAL

**TRANSPORTATION
MOVEMENTS IN THEATERS
OF OPERATIONS**



**HEADQUARTERS, DEPARTMENT OF THE ARMY
DECEMBER 1959**

FIELD MANUAL

No. 55-4

HEADQUARTERS,
DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C., 22 December 1959

TRANSPORTATION MOVEMENTS IN THEATERS OF OPERATIONS

	Paragraphs	Page
PART ONE. FUNDAMENTALS		
CHAPTER 1. INTRODUCTION		
Section I. General	1, 2	4
II. Terminology	3-11	6
III. Objective of transportation movements	12, 13	15
CHAPTER 2. PRINCIPLES AND POLICIES	14-18	16
PART TWO. ORGANIZATION AND FUNCTIONS		
CHAPTER 3. TRANSPORTATION STAFF	19, 20	26
4. THEATER ARMY LOGISTICAL COMMAND TRANSPORTATION MOVEMENTS		
Section I. Deployment of resources	21-24	31
II. Staff organization for transportation movements	25-29	34
III. Field organization for transportation movements	30-33	40
IV. Manning the transportation movement organization	34-38	46
V. Establishing the field office ..	39-43	52

	Paragraphs	Page
CHAPTER 5. COMBAT ZONE TRANSPORTATION MOVEMENTS	44-48	58
PART THREE. PROCEDURES		
CHAPTER 6. ADMINISTRATIVE PROCEDURES		
Section I. Introduction	49, 50	65
II. Administrative planning	51, 52	66
III. Instructions to users of the transportation system	53-62	68
IV. Instructions to the transport services	63-65	75
V. Instructions to transportation movements agencies....	66-68	78
VI. Administrative control	69-72	80
CHAPTER 7. PROCEDURES		
Section I. General	73, 74	85
II. Movement programming	75-84	86
III. Transportation movements activity at origin	85-88	104
IV. Transportation movements activity en route	89-96	108
V. Transportation movements activity at destination	97, 98	118
VI. Duties of transportation movements personnel at origin, en route, and at destination	99, 100	119
VII. Passenger movements	102, 114	121
VIII. Retrograde shipments	115, 116	130
PART FOUR. COMBINED OPERATIONS		
CHAPTER 8. INTERSERVICE MOVEMENTS		
Section I. Water movements	117-127	133
II. Air transportation	128-140	140

	Paragraphs	Page
PART FIVE. INTELLIGENCE, SECURITY, AND TRAINING		
CHAPTER 9. TRANSPORTATION IN-		
TELLIGENCE	141-145	154
10. SECURITY	146-150	158
11. TRAINING	151-157	164
12. TRANSPORTATION IN-		
TEGRAED PROCESS-		
ING SYSTEM	158-163	169
APPENDIX I. REFERENCES		175
II. SAMPLE REQUEST FOR		
TRANSPORTATION		180
III. TROOP TRAIN INSPEC-		
TION REPORT		186
GLOSSARY		190
INDEX		192

PART ONE
FUNDAMENTALS
CHAPTER 1
INTRODUCTION

Section I. GENERAL

1. Purpose and Scope

The purpose of this manual is to explain the objectives, principles, policies, organization, functions, and procedures of transportation movements in a theater of operations. The provisions of the manual apply primarily to nontactical army transportation within a theater of operations. Emphasis is placed on the theater army logistical command (TALog) transportation system. Interservice and inter-Allied movements are briefly discussed to emphasize the Army role in these matters. The manual is intended as a guide for commanders, staff officers, and personnel in the field who engage in transportation movement activities; and as a medium for instruction. The material presented herein is applicable without modification to both nuclear and nonnuclear warfare.

2. Specialization Within the Transportation Activity

The mission of the Transportation Corps is to furnish transportation services for the Army,

and as assigned, for the Navy, Air Force, and other agencies. In the process of furnishing this service, the Transportation Corps is called upon to provide for the timely movement of shipments from widely dispersed points of origin, and to deliver these shipments to combat and service units deployed throughout the theater.

a. To accomplish this task the Transportation Corps is supported by and in turn supports the activities of the Military Sea Transportation Service, Military Air Transport Service, and the Air Force Troop Carrier Forces. The Transportation Corps has the movement capabilities of its inherent transport services provided by rail, inland waterway, highway, air, and terminal units. The Transportation Corps also is assisted by the transportation equipment, facilities, and personnel offered by Allied Nations and that which becomes available in territory formerly held by the enemy.

b. It is the responsibility of the Transportation Corps to use this total movement capability to insure the timely accomplishment of the movement of persons and things requested by the shippers.

c. The Transportation Corps mission is undertaken by two closely related functional elements. The first is the transport services segment which is concerned with the operation and maintenance of the component modes of transportation and facilities of the Transportation Corps. Technically trained air, highway, rail, inland waterway, and terminal experts devote their attention to the

efficient operations of their respective modes of transportation. The second, the transportation movements group segment is composed of technically trained traffic management personnel who are kept informed of the overall requirements of the users and the capabilities of the modes of transportation and concentrate their efforts on managing efficiently in the resultant total movements capability so as to accomplish maximum movement of traffic at minimum personnel, equipment, and time expenditures.

Section II. TERMINOLOGY

3. General

Transportation movements is the management of the movement capability to insure maximum accomplishment of the movement requirement. There are several terms used within the definition of transportation movements that require further clarification. These are, movement requirement, movement capability, and management. These terms are defined and discussed as they pertain to transportation movements. In discussing these terms, other terms are used which require definition and discussion. They are also defined and their inter-relationship to transportation movements is explained. Transportation movements terminology should be thoroughly understood, otherwise the true nature of the transportation movements function may be obscured.

4. Movement Requirement

Movement requirement is movement author-

ized, directed, or requested by the appropriate commander. The establishment of movement requirements is a normal command function.

5. Traffic

Movement requirements are converted by the transportation officer into requirements for transportation carrier equipment at specified times over specified routes. The persons and things transported in filling these requirements are called traffic.

6. Movement Capability

The movement capability is the ability of the shipping and receiving agencies and the transport services to complete loading of traffic, movement from origin to destination, unloading, and movement of empty transport to a new loading point within a stated period.

a. The movement capability of a shipping and receiving agency is the agency's ability to receive, load/unload, and release transport during a stated period of time. Some of the factors which influence this capability are the amount of labor available, the quantity and type traffic to be handled, the quantity and variety of materials handling equipment, and transportation facilities of the installation.

b. The movement capability of a transport service (mode) organization is based on the potential life capability of the organization and the average turn around time of the conveyances used. Some of the factors which affect the potential lift capability are availability of operators

and the status of equipment, and average length of haul.

c. Integration of the potential lifts of several transport services (modes) into a single transport service system permits use of the exceptional advantage of each mode to provide maximum and optimum service. Traffic is accommodated by those transport modes whose physical characteristics are most suitable to the commodity and whose speeds of transit most nearly correspond to urgent delivery requirements in point of time. Rail and water transport are principally used for bulk commodities and large tonnages. Highway transport is used for traffic which cannot be adequately accommodated by other surface carriers. Air transport provides rapid transit for priority, perishable or otherwise urgently required traffic.

d. Coordination of the capabilities of shippers, transport services and receiving agencies develops a total movement capability. Judicious cognizance of the limitations of facilities and equipment prevents congestion at loading and discharge locations. The interdependent nature of terminal, transfer, and transport carrier operations is recognized and schedules set up to avoid delay in transit. Priority traffic is allocated to more rapid transport service modes. The ultimate interlocking of facility capabilities and transport service capabilities provides solutions to the traffic requirements established by the command concerned.

e. Responsibilities pertinent to the movement capability are as follows:

- (1) Each transport service must maintain its movement capacity at peak effectiveness.
- (2) Each of the shipping agencies must maintain its loading capability at the level which is required for fulfilling its maximum movement requirement.
- (3) Each of the receiving agencies must maintain its unloading capability at that level which is required to complete the movement expeditiously.
- (4) Transportation movements agencies must manage the movement capability so as to insure maximum fulfillment of the movement requirements.

7. Management

a. Management as used in connection with transportation movements is all inclusive; it is concerned with planning, organizing, and supervising the utilization of the transportation capability. However a distinction is drawn between administrative management and operative management.

b. Administrative management is concerned with the establishment of basic policies and broad *courses of action*, the delegation of missions, and overall direction and supervision. The administrative management aspects of transportation movements are concerned with the plans for movement to provide for the deployment and employment of transportation resources and facilities. This is accomplished through the issu-

ance of general directives to major transportation elements which lead to an integrated transportation system and provide for the overall fulfillment of movement requirements by the shippers. The performance of this function results in the determination from shippers what, when, and where movement is required. This function is performed by transportation movements and includes—

- (1) Receiving movement requirements.
- (2) Receiving movement capabilities of available transport services.
- (3) Receiving movement capabilities of actual and potential users to ship and receive traffic.
- (4) Analyzing movement requirements and movement capabilities.
- (5) Designation of specific movement capabilities to specific movement requirements.
- (6) Preparing and publishing a movement program.
- (7) Providing and implementing a system for nonprogrammed movements.
- (8) Supervising the flow of traffic moving over the transportation system.
- (9) Assisting commanders in accomplishing movement.

c. A transportation system serves many different users, each of whom is responsible to his respective commander for accomplishing specific

objectives. In working toward these objectives it is necessary for the user of transportation to be informed of the amount of transport capability that will be placed at his disposal to accomplish his transportation requirements. In many cases the level of command responsible for the operation of the system will not have the authority to allocate the amount or type of transportation necessary to accomplish the job. Situations of this nature must be referred to the next higher commander who has authority and responsibility over all the users of the transportation system in question. He makes the decisions as to how much of the transport capability will be made available and this information is passed through channels to the user. This is an administrative decision and is concerned with the management of the movement capability. The administrative aspects of transportation movements are distributed throughout the various levels of command, each level performing that portion of the overall administrative activity for which it is equipped by virtue of the level of command which it occupies.

d. Operative management on the other hand is concerned with the utilization of assigned personnel and equipment so as to insure the generation of maximum movement capability. It is exercised by the commanding officers of transport services, terminal services, and shipping and receiving installations. The exercise of this function establishes how the movement will be carried out.

8. Movement Program

A movement program is a plan prepared by a transportation movements section and issued in the name of the theater army logistical command (TALog) commander for the accomplishment of required movement by available transportation facilities projected over a stated period of time. It is based upon the overall plan of the commander and is coordinated with all interested agencies. It allocates the movement requirements to the available modes of transportation, and reflects the priorities established by the commander. When published it becomes a command directive stating the type and amount of cargo and the number and kind of passengers to be moved; the respective points of origin and destination; the mode or modes of transportation to be used in accomplishing the respective movements; and such other information as might be required to clearly indicate how the transportation resources of the command are to be used during the stated period of the program. It is not intended to direct, nor does it in any way state, how the designated transport services should conduct their operations to accomplish the movements directed. The program is a directive to the transport services to furnish the equipment and other facilities necessary to accomplish the movements programmed. It is a directive to shipping agencies which authorizes them to initiate action to obtain transportation. It is also a directive to the transportation movements agencies in the field to permit such shipments to move; and to the receiving

agencies to prepare to accept such shipments so that they may be unloaded promptly.

9. Transportation Movements Field Agencies

Field movements agencies consist of regional and branch transportation movements offices manned by transportation movements personnel. They are normally located at points of origin, destination, and critical areas in the transportation system. The personnel operating these agencies act as coordinators, and supervise the evacuation of the movement program. They perform such functions as expediting and diverting shipments, assisting commanders in carrying out the movement program, and developing procedures and practices to facilitate the flow of traffic over the transportation system. They also keep the TALog Comd movements officer advised as to the progress of movements and the overall condition of the transportation system.

10. Critical Areas

Critical areas are those elements of the transportation system which limit the required maximum movement between two points. Dispatch, transfer, or receiving points may be critical areas. These areas are kept under constant surveillance by transportation movements personnel to insure that they are not overburdened or permitted to create a bottleneck and restrict or prohibit flow of traffic through them.

11. Embargo

a. An embargo is the means by which an in-

stallation or area is temporarily prohibited from performing all or part of its normal transportation activities. Such action should be recommended only after efforts of stopping in transit, holding in transit, or diverting to new destinations fail to produce the required results. Embargoes may prohibit the installation or area from receiving all or part of inbound movements, from shipping all or part of outgoing movements, or from performing other transportation functions as directed. Only a commander having overall jurisdiction over the transportation system may place an embargo on an installation. In this respect, such a commander will be guided by the recommendations of the transportation officer on his staff.

b. The placement of an embargo on an installation or area should be recommended to the commander only in extreme circumstances, and should not, except when absolutely necessary, impede through movement to and from unaffected areas or installations. When imposed, prompt action should be taken by all concerned to alleviate the congestion in order that the embargo may be removed and the free flow of movements resumed as quickly as possible.

c. An embargoed installation should be observed closely by transportation movements personnel to assure that the flow of movements into and out of the installation is properly regulated to prevent further disruption of operations.

Section III.

OBJECTIVE OF TRANSPORTATION MOVEMENTS

12. Objective

The objective of transportation movements is to manage the available movement capability so as to insure the maximum accomplishment of the movement requirement.

13. Anticipated Results

In working towards the full realization of the transportation movements objective the movement capability of each mode of transportation must be used to its maximum effectiveness. The transport services will be coordinated to offer an integrated transportation system with maximum capability and through service from origin to destination. A fast, reliable transportation system positively responsive to rapid tactical or logistical changes will permit tactical and logistical commanders to maintain lower levels of supply and thus increase mobility and combat effectiveness. Such a system will further the strategic purposes of the commanders by insuring the transportation of cargo where, when, and as needed.

CHAPTER 2

PRINCIPLES AND POLICIES

14. General

The principles of movement are applicable both to transportation services and to transportation movements. This chapter explains them as they pertain to transportation movements and presents the doctrine of the Department of the Army pertinent to them. The principles are—

- a. Control of movements will be centralized to the highest level at which it can be adequately exercised.
- b. Movements will be regulated.
- c. Movements will be fluid and flexible.
- d. Maximum utilization will be made of carrying capacity.

15. Control of Movements Will Be Centralized to the Highest Level at Which it Can Be Adequately Exercised

a. *Explanation.*

- (1) Figure 1 represents a transportation system which passes through sections of TAllog. AB represents the main line. OC represents a feeder line. Point O represents a transfer point. Line A, O, B has a capability of 1,000 tons a day. There is a requirement to move 1,000

tons a day from A to B. If an attempt is made to move traffic from C through O to B while the authorized requirement of 1,000 tons a day is moving from A to B, the following are some of the difficulties that could arise:

- (a) Nonfulfillment of the authorized move from A to B.
 - (b) Congestion at point O.
 - (c) Congestion along lines OA, OC.
 - (d) Nonfulfillment of the move from C to B.
- (2) It is evident that the commander at point C should be instructed not to ship to point B when the total of AOB and CO traffic exceeds the capacity of the OB line. If these commanders are located in different sections of the TAlLog, such instructions should emanate from that command echelon which has control of both of the sections. Furthermore, the commander authorizing the move from A to B must be in a position to assure that these instructions are carried out so that line AB will remain clear while the move is being executed. To do this adequately, control must be centralized at that level of command which has jurisdiction over the shipping and receiving points using the line and the transport service organizations operating the line. That echelon of command is the TAlLog headquarters. Ad-

ditional study of this principle indicates that the commander authorizing the move from A to B should assure that the transportation elements which form the line AB have the capability to carry the traffic, and that the transporation services contributing to the system are coordinated so as to form a transportation system which will offer maximum through service from origin to destination.

b. Policy. In the implementation of this first principle of movements, commanders are guided by the following policies:

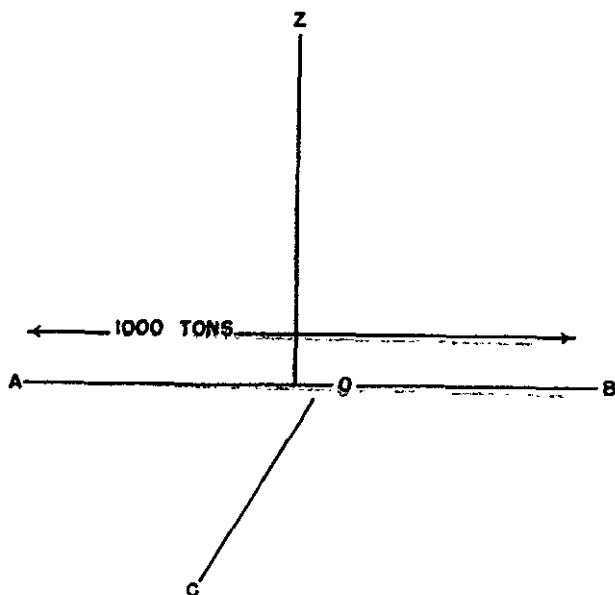


Figure 1. Centralized control.

- (1) The transportation officer responsible for the operation of a transportation system will be at that level of command where he can coordinate the activities of the services and users in such a manner as to form an integrated transportation system for the command.
- (2) The transportation officer responsible for the operation of a transportation system will secure the means necessary for movement and will have control over the manner by which the movement capability will be used.
- (3) Transportation movements staffs and field organizations will be employed where necessary to assist other personnel engaged in the performance of transportation duties.

16. Movements Will Be Regulated

a. Explanation. Figure 2 represents a transportation system. In this system each of the shipping points A, B, C, and D has a requirement for shipment to E of 1,000 tons during a week's period. The capability of the terminal of O is 1,000 tons daily. The capability of each line, AO, BO, CO, DO, is 1,000 tons daily; the capability of the line OE is 1,000 tons daily. If A, B, C, and D each shipped its requirement on the same day, there would be a congestion throughout the system. However, by regulating the moves and having each of the shippers A, B, C, and D ship on separate days, the requirement can be

met. This regulation must be directed from a central headquarters as indicated in the explanation of the first principle of movement. The regulator must plan well in advance how to use the available capability; he must assure that an integrated system is formed, and must publish concise information to the participants in the system which will clearly indicate how the system is to be used.

b. Policy. In implementing this second principle of movements, commanders are guided by the following policies:

- (1) Independent use of a transportation system will not be made by participants of the system.
- (2) The movement of traffic over a transportation system must be programmed to the maximum extent possible.
- (3) A system for accomplishing nonprogrammed movements will be devised and disseminated by the transportation officer of the command operating the transportation system.
- (4) Priorities for movement will be established by the commander responsible for the activities of the users.

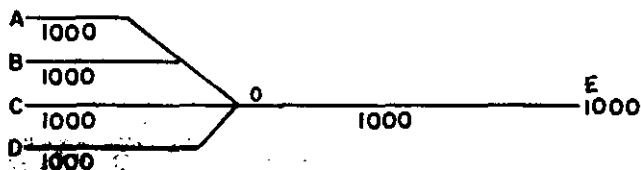


Figure 2. Regulation.

- (5) Requests for the use of a transportation system will be made through transportation movements channels.
- (6) Rules, regulations, procedures governing the preparation, loading, documentation, and unloading of traffic will be established jointly by the transport services, users, and transportation movements agencies; and will be promulgated through command channels by the transportation officer of the command responsible for the activities of the participants in the system.

17. Movements Will Be Fluid and Flexible

a. *Explanation.* This third principle of movements highlights two features in the technique of regulation; namely, fluidity and flexibility. Fluidity is the uninterrupted flow of traffic and cannot be attained if the transportation system is congested. Flexibility indicates that the transportation system must be so managed that it is

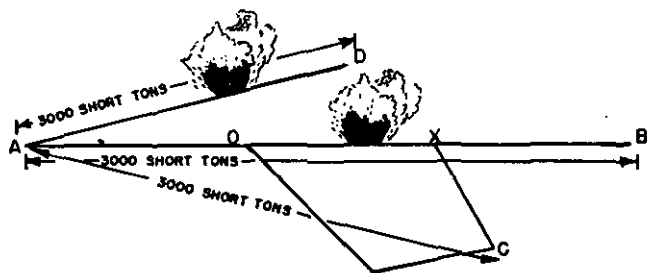


Figure 3. Fluidity and flexibility.

capable of adjusting rapidly to meet changing situations. Figure 3 represents a transportation system. There is a requirement to move 1,000 tons a day from A to D, A to B, and A to C. Capability of each line is 3,000 tons. Capability to ship at A is 3,000 tons. Capability of each receiving point is 2,000 tons. It is evident that supplies can flow from origin to destination without interruption; the system is fluid. If the line OX were bombed out, the system would be flexible enough to maintain fluidity by directing the flow of supplies over AOC and AOCXB. The system is not flexible, however, from the viewpoint of moving supplies to D because if the line from A to D were bombed out, fluidity would be lost since there is no way (in this example) to keep supplies moving to D.

b. Policy. In implementing this third principle of movements, commanders are guided by the following policies:

- (1) Shipments will not be initiated until it has been determined that movement capability exists throughout the transportation system to effect continuous movement to destination.
- (2) Transportation users and services at origin, en route, and at destination will notify transportation movements personnel concerning any factors which will adversely affect the fluidity or flexibility of movements.

18. Maximum Use Will Be Made of Carrying Capacity

a. Explanation. This fourth principle of move-

ments means more than just loading each vehicle of transport to its optimum carrying capacity (this is a responsibility of the transport services and the users). A situation allowing fully loaded transports to sit idle is just as much a loss of carrying capacity as is a partially loaded vehicle moving through the system. In this light it is evident that this maximum-use principle permeates the entire field of transporation movements. It is evidenced in principles one through three. However, these principles are primamly concerned with full utilization as obtained by the formulation and regulation of an integrated transportation system. This fourth principle is aimed at full utilization of the component elemnts of such an integrated system. The following is one example of how transportation movements personnel apply their technical skill in assuring that maximum use is made of the available carrying capacity. Figure 4 represents a transportation system. There is a rail line from A to C. The segment of track from A to B can carry 4,000 tons of cargo during a 24-hour period. The segment of track from B to C can carry 2,000 tons. The situation indicates that it is not feasible to increase the capacity of this track. Point C can receive 4,000 tons daily. Thus, because of the limitation between B and C, only half of the movement capability at C is being utilized. In order to improve the situation, a highway haul might be established from A to C with a truck unit that has an available carrying capacity of 1,000 tons over this distance. This will result

in an increase of the total movement to C to 3,000 tons and thus there will be only one-fourth of the capability of C idle. However, there will still be one-half of the available carrying capacity of the rail unit AB idle. By establishing a rail-truck transfer point at B and using this same truck unit to haul from B to C instead of from A to C, there will be 4,000 tons flowing into C; thus no wasted capability at C. There will be 4,000 tons moving over A-B, thus the equipment of the transport services will be used efficiently.

b. Policy. In implementing this fourth principle of movements, commanders are guided by the following policies:

- (1) Each form of transportation will be used to insure full realization of its inherent advantages.
- (2) Unnecessary transshipment and rehandling of supplies will be minimized. By moving supplies as far forward as economically feasible by one means of transport, intermediate supply installations will be bypassed when practicable.
- (3) Backhauling will be kept to a minimum.
- (4) Crosshauling will be eliminated whenever possible.
- (5) Turnaround time will be kept to a minimum.
- (6) Idle time will be kept to a minimum.

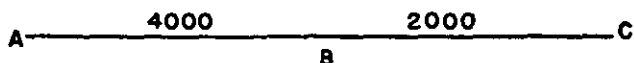


Figure 4. Maximum use.

- (7) Loss and damage will be kept to a minimum.
- (8) Unnecessary shipments will not be carried.

PART TWO
ORGANIZATION AND FUNCTIONS
CHAPTER 3
TRANSPORTATION STAFF

19. Staff Transportation Officer

Major echelons of command normally have a transportation officer on the staff of the commander. Briefly stated, the primary duties of the transportation officer are to advise the commander on all transportation matters, and to develop and implement such plans as are necessary to provide an efficient transportation service for the command. A more detailed discussion of the functions of the transportation officer are found in FM 101-5. In most instances the transportation officer has a staff section to assist him in the accomplishment of his duties. The size and organization of this staff section will be determined by the level of command and the type of mission assigned. The organization of a type transportation staff section is shown in figure 5.

20. Relationship of the Transportation Movements Division to Other Agencies

a. General. The commander and his staff rely upon the transportation officer of the command to obtain estimates of transportation requirements necessary to form and operate a trans-

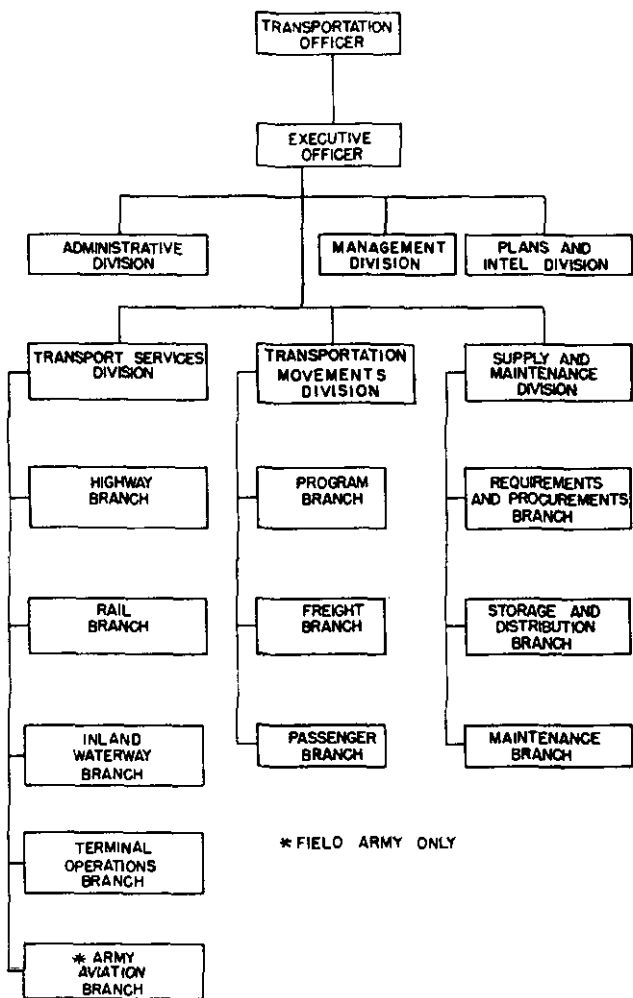


Figure 5. Type transportation staff organization.

portation system. Also, during operations, to furnish estimates of the ability of the system to support tactical and logistical plans. The transportation officer requires his transportation movements division to accomplish such as tasks as—

- (1) Continuously develop detailed plans for the future establishment and use of a transportation system for the command.
- (2) Submit recommendations for additions to or development of the transportation net.
- (3) Allocate movements requirements to specific transport services.
- (4) Supervise the use of the movement capability to insure efficient employment of transportation resources.

b. Relationship to the Transport Services. The transportation movements division provides the transport services with movement commitments and estimates of future workload allocations. The transportation movements staff frees transport service personnel of duties not concerned with mode and facility operation by dealing with users of transportation in behalf of the transport service, by determining which means of transport will perform specific movements, and by providing transport service personnel with information required for planning efficient use of personnel and equipment. Since the transportation movements division allocates movements to all modes of transportation, it can assign movements to the transport mode best adapted for those movements

and coordinate available modes to provide continuity of movement at points of transfer. To perform its mission, the transportation movements division must be kept constantly advised of current and future capabilities of the transport services. The transport services must also keep the transportation movements division advised of the overall progress of movements.

c. Relationship to Users of Transportation. Normally, the transportation user does not have sufficient information available to him to evaluate the relative urgency of his requirements as compared to those of other agencies, nor to determine which mode of transportation is best. By submitting his movement requirements to the local transportation movements officer the user of transportation can be assured that his needs will be fitted into the overall workload in accordance with their relative urgency; that the transport service best adapted to the movement will be utilized; that movement will be coordinated and controlled from origin to destination through transfer points and over as many means of transport as required; and that his relationship with the transport services concerned will be coordinated to mutual advantage. To enable the transportation movements officer to serve the user best, information must be provided by the user relative to current and future movement requirements and the capability of installations to ship and receive. Instructions and assistance from transportation movements officers concerning the loading, unloading, utilization, and ~~release~~ of trans-

port equipment aid in providing the using agencies with the best possible transportation service.

d. *Relationship to Petroleum Intersectional Service (POLIS)*. Line haul transportation of bulk POL is normally performed by pipe lines, operated by POLIS. However, POLIS will furnish the transportation officer the total tonnage to be moved by pipelines plus that tonnage to be moved by other means. This will provide the transportation officer the data necessary to insure efficient movement and employment of transportation services.

CHAPTER 4

THEATER ARMY LOGISTICAL COMMAND TRANSPORTATION MOVEMENTS

Section I. DEPLOYMENT OF RESOURCES

21. General

In planning for the establishment of a theater of operations it becomes necessary for the theater commander to determine what facilities, personnel, and equipment are needed to support his tactical and logistical forces. Upon determining what is needed, broad plans and directives are submitted by the theater commander to the theater army commander for implementation. These plans and directives are then passed down to the TAlLog commander who is responsible for furnishing logistical support to all of the theater forces. Upon the advice of his transportation officer he determines where, and in what quantities the transportation resources should be used to provide the most effective transportation support. In the distribution of these resources consideration is given to the Army policy of decentralization. Transportation resources are allocated to base logistical command (BaLog, area commands, and advance logistical command (Ad Log) in sufficient quantities to enable these commands to accomplish transportation requirements for their intracommand operations. Transportation resources are provided and retained

under the direct operational control of the TAlLog transportation officer, and are utilized as the transportation intersectional services. The transportation intersectional services, are composed of rail, highway, inland waterway, and transportation movements units. The mission of the transportation intersectional services is to provide an integrated transport and traffic management service for all U. S. Army elements in the theater, and such other agencies as may be directed or authorized.

22. Theater Army Logistical Command Intersectional Transportation System

The intersectional transportation system is used for moving personnel and supplies across command boundaries to serve all the forces in the theater. The system generally moves supplies and personnel from the point of entry into the theater to the field army area. It is composed of all the military transport services, and available local commercial transport, the movement capability of which have been made available to the U. S. Army by appropriate authority. The ultimate objective of the system is to provide continuous through movement as far forward as possible, of supplies and personnel to minimize transit stops between origin and destination. Another objective of this system is to provide for the centralized management of the movement capability of the intersectional transport services. This management function is performed by the TAlLog transportation movements

division, for the transportation officer. Figure 6 shows the relative position of the transportation intersectional transport services in the overall TALog organizational structure.

23. Intralogistical Command Transportation System

The intralogistical command transportation system consists of those transportation units, required by the base area, or advance logistical commands to provide transportation necessary for accomplishment of their mission. The transportation system is composed of transport services personnel and equipment which have been made available by the TALog commander. These transport services personnel and equipment will normally be placed under the operational control of the transportation officer of the command. In the base, area, or advance logistical commands the transportation officer may also serve as commander of the transportation units.

24. Intradistrict or Intra-Area Transportation System

Intracommand transport service may be further subdivided to form local transportation systems. Such systems serve the needs of an area, district, or other similar or subordinate command by moving within such area or command those supplies and personnel which comprise the maintenance requirement of the area or district, or other missions deemed necessary to further the logistical effort within the area or district. The transportation capability and its corresponding transport service is under the command of the

area, district, or similar command transportation officer.

Section II. STAFF ORGANIZATION FOR TRANSPORTATION MOVEMENTS

25. General

Each of the transportation systems discussed in paragraphs 21 through 24 is self-contained. The movement capability of each is managed by the respective transportation movement element of the command concerned. The functions performed by the TAlLog transportation movements officer and the organizational function of the TAlLog transportation movements division are presented below. The organization and functions of the transportation movements element of those other levels of command which operate transportation systems are similar in nature but vary in scope depending upon the level of command and the situation.

26. Functions

The transportation movements officer organizes the transportation movements division to accomplish successfully the following:

a. Advise the transportation officer on transportation movement matters including—

- (1) Determination of mode of transport to be used for personnel and freight movement.
- (2) Determination of transport facilities requirements within the command.

- (3) Recommendation of sites for depots, truckheads, railheads, airheads and water terminals.

b. Maintain transportation movement information and keep records to indicate the status of transportation activities throughout the command, including—

- (1) Location of units and installations.
- (2) Movement requirements and capabilities.
- (3) Availability of modes of transport.

c. Coordinate and consolidate all movement requirements and capabilities for the command.

d. Prepare movement programs and instructions for movement of personnel and freight and take followup action.

e. Take action to effect movement priorities and embargoes as established by the commander.

f. Investigate and take necessary actions to avoid delays in personnel and freight movements.

g. Effect adjustments, additions, and deletions to movement programs as necessary for the continuous efficient management of movements.

h. Perform such other duties as may be prescribed in orders, or standing operating procedures.

i. Recommend deployment of transportation movements units and personnel to locations where control of movement is necessary.

27. Transportation Movements Division

The manner in which the transportation movements division accomplishes its mission will have

a direct influence on the level of efficiency attained by the Transportation Corps within the command. The transportation movements division is the staff coordinating agency for movement of material and personnel by all available modes of transportation to, within, and from the area of operations. The division is organized along functional lines so that it can readily adapt its services to the varied movements over which it exercises transportation management responsibility. It generally has three branches, the program branch, the freight branch, and the passenger branch.

28. Program Branch

The program branch prepares the movement program. The program is the main medium for the management of traffic for both passenger and freight movements.

a. Planning Sequence for Programming Supply Movements.

- (1) *Determination of requirements.* Users of transportation submit in advance their needs for transportation for a given period. Requirements are assembled into a coordinated statement of transportation requirements. Any known requirements imposed by higher authority are added. The sum of these factors constitutes the known requirements for movements within the command.

- (2) *Analysis of capabilities.* Up-to-date

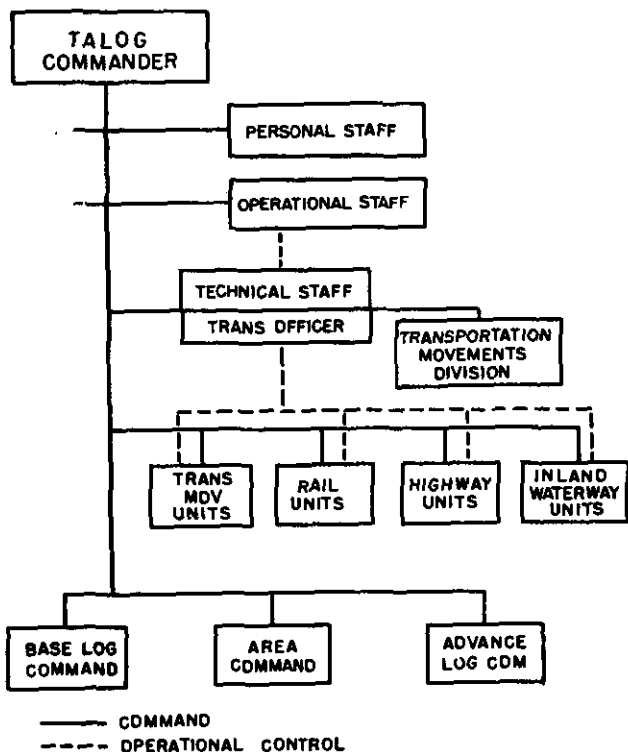


Figure 6. Relative position of the transportation inter-sectional service units within the TALog organization.

knowledge of transport capabilities and information on the ability of units and installations to ship and receive are essential to movement planning.

- (3) *Selection of modes.* Military urgency will dictate the selection of the mode or modes. The most economical mode is

generally used first, and as far toward destination as possible.

- (4) *Establishment of priorities.* In an active theater of operations, movement requirements will often exceed movement capabilities. Furthermore, the movement capability may be substantially reduced by damage through enemy action. Consequently, movement priorities must be established which will conform to the degree of urgency considered appropriate by the commander most familiar with the overall requirements. The establishment of priorities is a command responsibility.
- (5) *Finalization of plan.* When a plan is completed it is submitted to the appropriate staff agency for approval and authentication. When authenticated, a plan becomes the Command Movement Program and is authority for implementation by all concerned. This program, however, is not self-implementing. Each shipping agency must request that transportation be furnished. The program in essence "allocates" transportation for a given requirement, during a given period of time.

b. *Planning Sequence for Programming Personnel Movements.* When personnel shipments can be planned to move on a regularly recurring basis they are programmed in the same manner as are supply shipments.

29. Freight and Passenger Branches

These branches are responsible for implementing the final plans of the program branch. They establish policies and procedures to insure adherence to programmed movements and to the system for nonprogrammed moves. In the course of performing their duties they frequently use the following types of management measures:

a. A Release. A release authorizes shipments to move via a particular mode or route. By centralizing management over the release of movements the transportation movements division can regulate the flow of supplies and personnel in accordance with the movement capabilities of shipping and receiving agencies and the modes of transportation.

b. Consolidation. Consolidation allows shipments of more than one class for one destination to be combined in order to make the best use of capacity. Availability of consolidating facilities permits transportation movements personnel to expedite, or consign movements without unloading and reloading transport vehicles.

c. Holding In-Transit. This stops the movement of traffic in order to eliminate congestion along the transportation system. Holding in transit is employed only in extreme emergencies and for short periods of time.

d. Diversion or Reconsignment. Changing the route or destination while a shipment is moving over a transportation system is known as diversion or reconsignment. These terms are gen-

erally used by the military to describe any interruption in a movement which affects its destination or route.

e. Transferring. Transferring is to change supplies or personnel from one means of transportation to another. Strategically located transfer points permit movement of traffic from origin to destination, and prevent congestion of transportation facilities.

f. Tracing and Expediting. Tracing is locating or confirming a shipment en route. Expediting is speeding its delivery. The ability of agencies to trace and expedite movements is directly dependent upon complete and accurate records which reflect the progress of movements.

Section III. FIELD ORGANIZATION FOR TRANSPORTATION MOVEMENTS

30. General

The reason for and the benefits obtained from centralized management of movements were pointed out in paragraph 15. However, centralization loses its effectiveness in direct proportion to the geographic dispersion of the activities and the number of headquarters present in the chain of command between the central control office and the point of performance. As the physical distance and the echelons of command increase, communications slow down and speed of decision and promptness of action are curtailed. To overcome these disadvantages and retain the benefits of centralized management, technically trained transportation movements per-

sonnel equipped with rapid means of communication are stationed at critical locations in the field where they can quickly spot delays and either correct the situation themselves or report the information to the central transportation movements headquarters for prompt and decisive action. Furthermore, because of their location in the field, they are in an excellent position to foresee troublesome areas and take corrective action before the trouble occurs. By the use of transportation movements field agencies the transportation movements staff function is extended into the field. The deployment, function, and organization of the TALog field transportation movement element is described below. The deployment, function, and organization of the transportation movements field elements for other transportation systems are similar in nature but vary in scope depending upon the level of command and the situation.

31. Deployment

a. The transportation movements officer of the TALog is charged with the management of the movement capability of the command transportation system. In order to obtain effective field coverage of transportation movements he divides that portion of the theater of operations through which the system runs into transportation movements regions. The number and size of the regions vary with the volume and complexity of movements, the number of critical areas, the geographical spread of the transportation sys-

tem and the regional and branch TMO's. A typical theater of operations may be divided into transportation regions as shown in figure 7. Notice that regional boundaries do not necessarily coincide with the geographical boundaries established within the theater of operations.

b. Within each region, branch transportation movements offices are established. These regional offices have the responsibility of controlling and supervising all of those transportation movements matters which pertain to that portion of the intersectional transportation system which passes through their respective territorial areas.

c. Figure 8 depicts a typical transportation movements breakdown for region and branch offices. Notice that branches report to regions, and regions directly to the transportation movements group headquarters.

32. Functions

Transportation movements officers in charge of regional or branch offices are responsible for the following functions within their assigned areas:

a. To act as field representative of the command staff transportation movements officer.

b. To keep informed on location of units and installations, transportation requirements, availability of modes of transport, the transportation movements situation and to ascertain the capabilities of installations to ship and receive.

c. To make recommendations on selection of sites for depots, truckheads, railheads, airheads, and inland waterway terminals, taking into con-

Figure 7. Deployment of TAllog transportation movements organization.

sideration facilities for handling supplies, adjacent transportation networks, and storage space.

d. To advise commanding officers of units and technical service field installations on transportation matters.

e. To assist in implementing the movement program and directives from higher headquarters pertaining to movement of personnel and freight.

f. Upon advice of the command transportation movements headquarters, to allocate movements to specific modes and units of transport.

g. To process requests and arrange for movement of persons and things between depots, air and water terminals, transfer points, inland waterway, truck, and rail terminals.

h. To enforce movement priorities and investigate delays in movement of supplies.

i. To take appropriate action to prevent congestion and insure the uninterrupted movement of persons and things.

j. To exercise on-the-spot control over the movement of personnel and supplies in accordance with the movement program.

k. To implement plans and schedules for transportation of passengers by air, rail, highway, or water; to verify the preparation of itineraries; and to arrange for reservations and approval of requests for transportation as required.

l. To initiate action to obtain additional transportation when required.

m. To perform technical intelligence functions as required.

n. To direct compilation of records, reports, and other information as required and to submit necessary reports to higher, adjacent, and lower headquarters concerning the transportation situation, requirements, and performance.

o. To assure that regulations pertaining to the documentation, marking, loading, blocking, and bracing of shipments are properly implemented.

p. To maintain liaison between the transport services, shippers, and receivers.

q. To perform their duties as directed.

33. Organization of Regional and Branch Offices

a. *Parallel Structure.* Although transportation movements offices are organized and staffed to meet the needs of their respective locations, the basic grouping of activities parallels that of the transportation movements division at TALog level. This results in uniformity throughout the transportation movements organization.

b. *Freight and Passenger Sections.* The activities of these sections complement the needs of the central headquarters. The sections prepare and maintain records and submit reports to higher, adjacent, and lower headquarters concerning the transportation situation requirements, capabilities, and the relative efficiency of the transportation system operating within the respective areas. These sections receive and process transportation requests from the users of transportation. They receive, and process reports

of shipments, and perform other duties delegated by the chief of the branch or region for the accomplishment of the functions listed in paragraph 29.

Section IV. MANNING THE TRANSPORTATION MOVEMENT ORGANIZATION

34. General

a. There are two general sources which provide authorization for transportation movements personnel, the table of organization, or distribution for the command concerned and TOE 55-500 (Transportation Service Organization).

b. Normally, the headquarters of the command concerned makes provision for the transportation movements personnel used to man the respective staff transportation movements office. In those instances where headquarters are formed by general order and no TOE exists, the headquarters are formed by general order and no TOE exists, the headquarters transportation movements division will be manned by personnel authorized under appropriately constituted tables of distribution and equipped as authorized by the corresponding tables of allowances. Transportation movements personnel from the "L" series teams of 55-500 may be used to provide technically trained personnel to man such headquarters.

c. The personnel for the field organization are authorized under provisions of TOE 55-500. The

number of field offices used and the size of each varies with the volume and complexity of the movements, the number of critical areas, and the geographical spread of the respective transportation system. The field organization is organized vertically. It may be composed of a transportation group (movements) and a variable number of transportation battalions (movements) with subordinate transportation detachments or teams (movements) as shown in figure 8. In this organization, the commanding officers of the transportation movements units perform in a dual capacity. Each commands his unit and is chief of his transportation movements office.

35. The Transportation Group (Movements)

a. Units of this type have an organized headquarters as provided for by Team AE in TOE 55-500 and a headquarters company as provided for by Team AC of 55-500 as required. The group headquarters includes the group commander, the executive officer, and staff sections which perform the usual S1-S2-S3-S4 functions. The headquarters company provides the personnel necessary to perform the administrative and housekeeping work for the personnel of the group.

b. Transportation movements teams provided for by the "L" series teams in TOE 55-500 may be assigned to the transportation group (movements) and also used to augment the personnel of the transportation movements division of the headquarters concerned.

36. The Transportation Battalion (Movements)

a. Units of this type have an organized headquarters as provided for by Team AD in TOE 55-500, and a headquarters company provided for by Team AC in TOE 55-500 as required. The battalion headquarters includes the battalion commander, the executive officer, and a staff section which performs the usual S1-S2-S3-S4 functions. The headquarters company provides the personnel necessary to perform the administrative and housekeeping duties.

b. Two or more transportation movements teams may be assigned to the battalion. These teams are provided for in TOE 55-500 under the "L" series.

c. For operations requiring transportation movements units smaller than a battalion, a number of movements teams may be grouped under an LA or LB team.

37. Capabilities

a. *Unit.* The transportation movements group or battalion is capable of the following:

- (1) Commanding, administering, and training assigned teams; and, when augmented by teams under the "L" series in TOE 55-500, providing transportation movements personnel to man transportation movements offices and to augment the transportation movements section of various command elements.
- (2) Providing transportation movements personnel to perform transportation

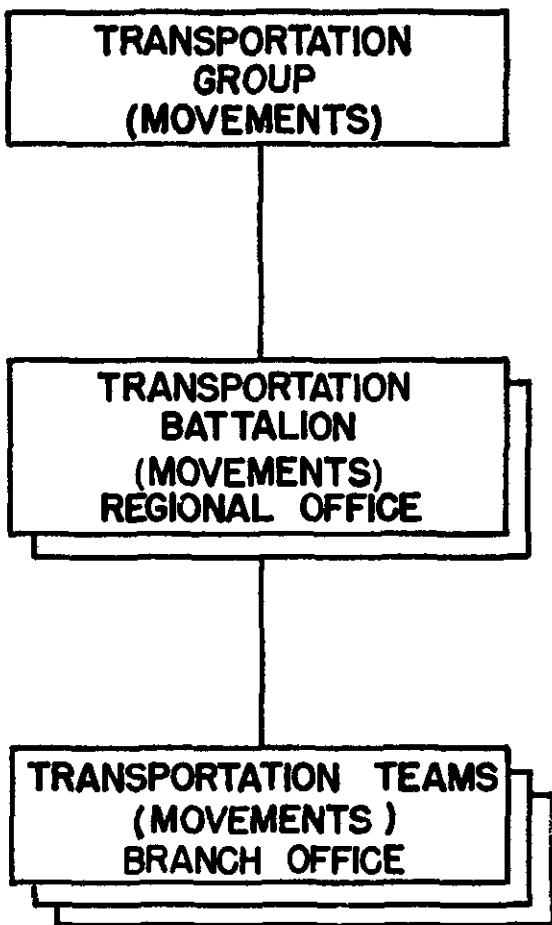


Figure 8. Command and operating organization.

movements functions for major geographical areas or large transportation complexes with designated areas.

- (3) Providing transportation movements personnel to assist unit commanders in the movement of personnel and impedimenta.
- (4) Providing transportation movements personnel to coordinate movement between shippers, receivers, and the transport services.

b. Teams. Transportation movements teams are capable of the following:

- (1) Manning transportation movement offices, region, and branch.
- (2) Coordinating movements between shippers, receivers, and the transport services.
- (3) Assisting in planning troop movements of division and/or separate units in theaters of operations.
- (4) Providing transportation movements personnel to augment the transportation movements sections of various command elements, when required.
- (5) Providing an operating section for a transportation movements unit.

38. Augmentation

a. Signal Teams. Due to the large amount of Signal Corps equipment used by transportation

movements teams, it may be necessary to obtain Signal Corps support for transportation movements organizations. The type and composition of specific teams are as enumerated in TOE 11-500 (Signal Service Organization).

b. Mess Teams. Transportation movements units are authorized mess teams. The authorization for computation of the number of mess personnel is contained in TOE 29-500. Requisitions for such "Composite Service Organization" teams should be carefully studied in relation to possible manpower savings. Where practicable in the interest of economy and efficiency, transportation movements units in the field will not operate a mess but will arrange to mess with the parent organization or another unit located nearby. Surplus mess personnel will be released to the next higher echelon of command.

c. Automotive Maintenance Teams. Automotive maintenance teams will be drawn as required from TOE 29-500. The number of automotive maintenance teams assigned to a group is authorized on the basis of the number of vehicles in the units. Computation of automotive maintenance personnel will be made in accordance with authorization contained in TOE 29-500. When transportation movements teams function separately in the field, the transportation movements unit commander will organize and employ assigned automotive maintenance teams in a manner which allows maximum efficiency and flexibility.

Section V. ESTABLISHING THE FIELD OFFICE

39. General

a. The determination of the locations of transportation movements offices in the field, strengths to be assigned, geographical areas to be served, and the missions to be performed rests with the chief, transportation movements division.

b. Locations of transportation movements offices will be stated where practicable in terms of cities or other designated geographical points or areas. Where responsibility of transportation movements offices extends beyond a given locality, boundaries will be clearly designated. These may be natural, military, political, or transportation boundaries.

c. Following his assignment to a given locality or installation, the commander of the unit must plan the organization of the office. He must choose the location from which he will conduct his work, and insure that necessary administrative and logistical support is provided.

40. Site Location

Exact site for establishment of a transportation movements office can be effectively selected only after proper analysis of assigned functions to be performed and a personal reconnaissance of the transportation and geographic characteristics of the area. This includes the availability of adequate facilities for assigned personnel and provision for signal communications. A central location which allows close and constant coor-

dination with installations and units to be served is considered ideal.

41. Physical Facilities

a. Arrangements for the requisition of office facilities are made by the transportation movements unit commander in accordance with the procedures established by the command.

b. The unit commander must take necessary action to provide quarters and messing facilities for assigned personnel. The field unit has no organic messing facilities. The commander may request that mess teams be assigned (par. 38b) or may attach the unit to adjacent installations or units for messing. Quartering poses similar problems as transportation movements offices are required to operate on a 24-hour basis.

c. If inadequacy of facilities or distance from the job make it impractical to attach personnel to the nearest unit or installation for messing or quartering, local facilities may be used. Utilization of local personnel and facilities must be in accordance with established command policy. Great care must be exercised to insure that the desired standards of adequacy, cleanliness, and performance exist at all times.

d. Automotive maintenance support required for unit vehicles may be provided by the organization supporting the transportation movements unit or as outlined in paragraphs 34 through 38.

42. Signs

a. Once the transportation movements office

has been located and established, appropriate signs will be erected immediately outside the office and at strategic points in the vicinity to indicate the physical location of the office. The erection of necessary signs will be determined by local standing operating procedure. Signs will be made in conformance with SOLOG Agreement 30 which is given (in part) below:

PART II—Designation and Identification of OC Troops (Train)

1. It is agreed that the ABC Armies will adopt standard signs to be used by the officer commanding the troops. These signs will be approximately 18"×24", with background color white and with the letters "OC TROOPS (TRAIN)" in black.

2. It is also agreed that a similar sign will be adopted with the letters "MOV Train Staff" to identify the compartment of the Movements Personnel assigned to the train.

PART III—Movements Office Identification

1. It is agreed that the ABC Armies will adopt a standard Movements Office Identification.

2. It is further agreed that this identification will be a rectangular sign with the lower part to have a white background with the letters "MOV" in black. The upper part will have a black background with the geographical location of the office in white.

3. It is also agreed that the inclusion of additional wording may be made after the letters

BRANCH NO 2
REGION III

MOV

Figure 9. Sign at location of transportation movements office.

"MOV" to identify further the specific task of movements detachment. A sample sign is shown in figure 9.

b. Transportation movements personnel in the field wear brassards when prescribed by the commander concerned. Brassards will be made in conformance with SOLOG Agreement 30 which is given (in part) below:

PART I—Movements Armbands

1. The ABC Armies agree that a need exists for a standard armband in movements activities.

2. It is agreed that the standard armband will be lettered with the letters "MOV." This will be a white band 16" long and 3½" wide with the letters "MOV" in black letters 1" high in a 3" block. It will have four dome fasteners 1" apart.

43. Communications

a. The successful control and operation of the transportation functions depends largely on essential communication. Transportation movement officers in the field must maintain constant contact with other field offices, higher headquarters, the transport services organizations, and the units and installations which they serve.

b. The signal officers of the command echelons are responsible for the installation and operation of an area communication designed to meet the requirements of command flexibility, mobility, and dispersion. In addition, they are responsible for providing communications for all echelons of the headquarters of the command with which they serve.

c. Requirements for communications services are determined in coordination with the signal officer of the appropriate command. This coordination, which must be accomplished at the earliest possible time, will result in a plan for serving the installation. A survey of existing facilities is made of necessary equipment procured and installed concurrently with the establishment of the field movements agency. Communications equipment organic to transportation movements organizations in the field is often of short range and insufficient quantity. Additional communications equipment where required, may be obtained as a result of the coordinated communications plan. Signal Corps units of the command provide

the necessary communications support as outlined in FM 11-20.

d. In emergency situations when time does not allow a coordinated communication plan to be fully executed, the transportation movements office may have to use interim communications facilities until more permanent facilities are established. In forward areas communications facilities may be established by units operating there. Field transportation movements officers may obtain support from these units by requesting that a telephone line be allocated to them on the unit switchboard, or use of the command net be granted as required

CHAPTER 5

COMBAT ZONE TRANSPORTATION MOVEMENTS

44. General

For purposes of this manual a type combat zone is assumed. It contains an army group and two or more field armies. Under this assumption each field army contains three corps; each corps has three infantry divisions and one armored division; and each field army also has technical and administrative service elements for the immediate support of the units within the army area.

45. Army Group

a. The theater army commander decentralizes to the army group commander the activities concerned with the tactical operations of the armies. The army group has no operating logistics organization. However, the army group commander is vitally interested in assuring that the logistical arrangements within the field armies are adequate to support the tactical plans and he acts as an initiating agency of requirements for future tactical or area needs.

b. The army group staff transportation movements officer is responsible for obtaining movement requirements information for the support of future tactical needs, translating these require-

ments into transportation requirements, and informing the theater army group transportation officer of the movement capability required to perform the Transportation Corps mission. This information goes to theater army for the allocation of the appropriate means, and when the allocation has been received the transportation movements officer recommends to the army group staff transportation officer such further allocation to subordinate commands as he deems appropriate. The transportation movements officer is also responsible for promulgating the transportation movements policies of the theater army commander and assuring that the field army transportation movements procedures are adequate and not unduly burdensome. In general, the transportation movements officer at army group performs administrative transportation movements functions which are similar in nature to those of the theater army transportation movements officer.

46. Field Army

a. General. Field armies within the army group are organized unilaterally. That is, each field army has its own organization for providing the internal service support which it requires. The field army commander is responsible for both the tactical and logistical operations within the field army area. The logistical support includes support to army units and, by arrangements with the respective commander, to other agencies within the field army area. Since the TALog agencies

deliver into the army area, field army transportation includes the movement of personnel and supply with the army area only.

b. Transportation Movements.

- (1) The transportation officer is responsible for the organization and operation of the transportation service within the field army. He has a transportation movements officer to assist him. The duties and functions of the field army transportation movements officer are basically similar to those of the officer in charge of the TALog transportation movements division. An integrated field army transportation system is developed, field transportation movement agencies are employed, and a system for programmed and nonprogrammed moves is used. However, due to the nature of field army operations, transportation movements officers should be cognizant of the differences evidenced in the following general areas and adjust procedure where necessary—

- (a) The transportation system in the field army area is composed primarily of motor and air transportation, while in the TALog normally all modes are used.
- (b) Communications within the field army area are more sensitive to malfunctioning than in the TALog.

- (c) The duration of the movement program is usually shorter at field army than at the TALog level.
 - (d) There are generally more nonprogrammed moves in field army than in the TALog.
 - (e) Since field army cannot adequately exercise those transportation movements functions pertaining to the movement capability at destination for Air Force and civilian movements, the appropriate higher echelon commander issues directives to these agencies to furnish the necessary information and support to field army to assure the effective operation of the field army transportation system.
 - (f) The field army commander does not have direct jurisdiction over that portion of the intercommand transportation system which operates in his field army area. Matters of policy pertinent thereto are promulgated by the theater army commander. Should policy conflict arise, it will be referred to the theater army commander for decision.
- (2) The relative position of transportation movements in the combat zone organization is shown in figure 10. A schematic deployment of the field agencies is shown in figure 11.

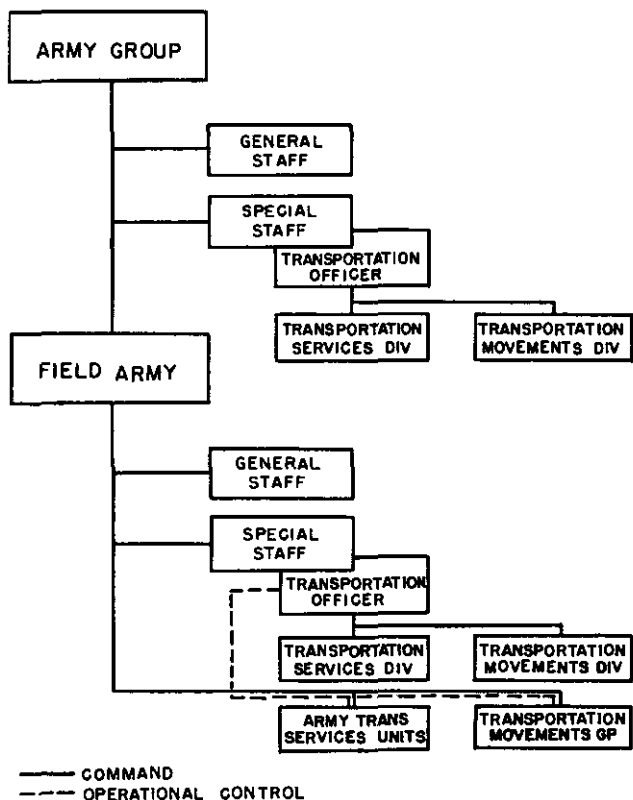


Figure 10. Relative position of transportation movements in the combat zone command organizational structure.

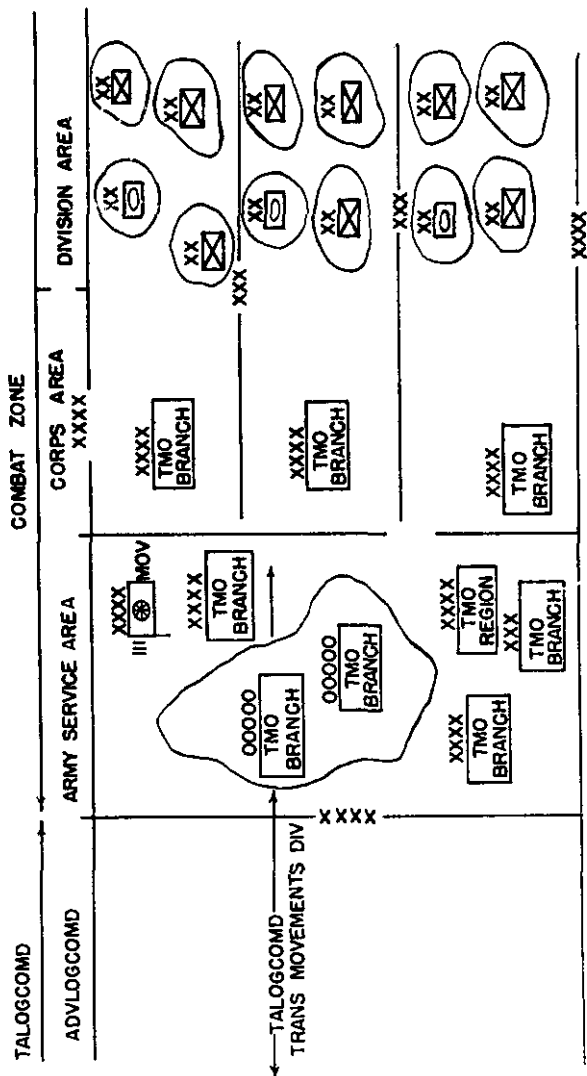


Figure 11. Deployment of field army transportation movements agencies.

47. Corps

a. *General.* Corps is primarily a tactical headquarters. However, the corps commander is vitally interested in assuring that the logistical arrangements within his subordinate commands are adequate to support the tactical plan.

b. *Transportation Movements at Corps Level.* The nature of transportation movements at organic corps level is similar to that of the field army group. In rapidly moving situations, or when the corps is independent or performs administrative functions, corps must be prepared to assume added logistic responsibility. This added responsibility may include setting up and operating a separate transportation system within the corps. In such instances the transportation movements officer performs the transportation movements functions.

48. Division

Transportation movement within the division is primarily operative in nature and is performed by the division transportation movements office. Field transportation movements agencies are generally not employed within the division. A movement program is usually not necessary. Transportation movement as performed within the infantry division is covered in FM 55-37.

PART THREE
PROCEDURES
CHAPTER 6
ADMINISTRATIVE PROCEDURES

Section I. INTRODUCTION

49. General

The administrative functions of transportation movements are concerned with long-range planning to provide for the deployment of transportation resources and facilities, and the preparation and issuance of general directives by which the users, the transport services, and transportation movements personnel are guided in accomplishing movement. The field movements personnel implement these policies and directives. They take action to set up the system and accomplish the day-to-day task of managing the movement capability generated by the component elements of the system.

50. TAllog Transportation System

This chapter deals with the administrative aspects of transportation movements as they pertain to a TAllog transportation system. Specific details have been omitted since they will vary from command to command. Only the general pattern for planning and the major considerations for the

inclusion in administrative directives are presented. Primary consideration is given to movements in support of the field army. However, the doctrine presented is equally applicable and can be readily applied to a more complex pattern of operating wherein the movement capability of the theater is provided and used by several agencies other than theater army. The doctrine may also be applied to a simpler system such as an intra-command system.

Section II. ADMINISTRATIVE PLANNING

51. General

The theater army commander is responsible for the logistical operations of the theater army forces. He is largely a supervisor, planner and coordinator. To assist him in the execution of his duties he has a general and special staff. The G4 of the general staff is his logistical expert. The commander has a special staff composed of the technical and administrative service representatives. The G4 has under his direction and supervision those special staff elements concerned with the logistical support of the forces of the command. The theater army commander delegates to the G4 the responsibility for submitting a long-range plan for the logistical support of the U. S. Forces in the theater. Normally the G4 outlines his basic requirements to his technical service chiefs so that they can form the broad technical aspects of the plan. This broad plan is then disseminated through command channels to the

TALog commander who in turn requests the technical services to work out the details of the plan.

52. Supply and Transportation Planning

a. The TALog commander informs his staff as to the general scheme for maneuver, the number of combat troops to be employed and the phasing-in periods for these troops. The TALog staff passes this information along to technical service personnel who, because of local experience factors, are able to determine the number of service troops required to support the mission and the supply requirements for the theater.

b. The transportation portion of the plan is developed concurrently with the supply pattern. Knowing supply requirements, which are the basis for the movement requirements, the transportation planner is able to determine the transportation requirements.

c. Intelligence data on transportation matters is carefully studied to obtain knowledge of the area in which operations will take place, and to ascertain the characteristics of the available lines of communications.

d. The transportation movements planner, knows the distribution pattern desired, and the requirements in terms of personnel, tonnage, and equipment necessary to supply the combat forces. Bearing these in mind, he formulates a tentative plan for an integrated transportation system which will offer efficient through movement from origin to destination.

e. Concurrently with the planning in *d* above, the transport services planners (for the various modes of transportation) determine the feasibility of moving supplies and personnel over various transportation nets. They also determine the amount and type of equipment required to accomplish these moves. They recommend the establishment of locations for transportation facilities, and estimate troop requirements for operating and maintaining the respective modes of transportation.

f. When the plans for the transportation system have been formulated, the transportation movements planner divides the geographical area through which the system will run into transportation movements regions and makes provision for the establishment of transportation movements branch offices in the field.

Section III. INSTRUCTIONS TO USERS OF THE TRANSPORTATION SYSTEM

53. General

The Transportation Corps has the equipment and the technical skill required to furnish a fast and reliable transportation service. However, unless the users know how to use the system and contribute to its effectiveness, the efficiency of the system will be seriously jeopardized. It is the staff responsibility of the TAlLog transportation movements division to develop, publish, and disseminate directives that will clearly outline the

procedures for assuring the smooth functioning of the transportation movements system.

54. System To Be Used

Transport users will be informed that all shipments moving intersectionally will travel over the TALog transportation system, and that instructions for the use of local systems will be published by the appropriate commander. Large shipping agencies will be furnished a map of the system and be given timetables, mileage charts, and other information necessary to enable them to understand the workings of the system.

55. Reports and Bulletins

a. Reports. The commander of each shipping and receiving agency will be required to furnish certain information to the transportation movements office serving the installation. Such information is relayed through transportation movements channels to the staff transportation officer primarily for the use of the transportation movements division. Standard report forms should be used for this purpose and include the following:

- (1) *Installation capacity report.*
 - (a) Designation of installation.
 - (b) Location.
 - (c) Service and classes of supply.
 - (d) Type of installation.
 - (e) Rail location and capacity including:
Location of rail terminal and distance to installation, team tracks (ground

and trailer level), warehouse tracks, and storage tracks.

- (f) Terminal track capacity including: Team tracks (ground and trailer level), freight house tracks, classification tracks, and storage tracks.
 - (g) Highway location and facilities including: Location of truck terminal, condition and type of roads within installation, loading and unloading platforms, and number and type of trucks required for intradepot operations.
 - (h) Storage area (in square feet and short tons) including: Open storage area, covered storage area, and total storage area.
 - (i) Piers, including: Location, number, length, width, and mean low water depth.
 - (j) Estimated capacity (shipping, receiving, or combination) in tons for: Rail, truck, and barge.
 - (k) The report should be signed by the installation commander.
- (2) *Daily installation situation report.* Installation commanders are responsible for the preparation and submission of the daily installation situation report through command channels. A copy of this report is furnished the transportation movements office serving the installation. The daily installation situation

report is a report on the current status of movements and transportation equipment originating or terminating in an area and is normally prepared as of 1800 hours daily by mode.

b. *Transportation Movements Bulletin.* A transportation movements bulletin is prepared by the transportation movements division to reflect current shipping and receiving information. These bulletins should be made available to all shippers, receivers, transport services, transportation movements offices, and other agencies concerned with transportation movements. The following information is included in the transportation movements bulletin:

- (1) Name, location, and type of depot or installation being served.
- (2) Railroad information: Number of sidings, maximum lift (S/T), yard capacity (cars), platform capacity (cars), platform type, warehousing capacity, and vehicle ramp capacity.
- (3) Highway service information: Radius of haul; whether service is passenger, freight, and/or interdepot service, and type of highway service.
- (4) Air service information: Name of nearest airport, air and/or road distance (miles), if there is passenger and freight service, and approximate daily airlift capability (freight).

- (5) Pipeline information: Number of pipeline points served by each daily movement capability between points.
- (6) Waterways report: Number and identification of piers, number of barges that can be accommodated, amount of warehousing and maximum lift in short tons.
- (7) General information on services available, documentation, etc., which will aid shippers, receivers, and transport services to increase the efficiency of the transportation system.

56. Procedure for Submitting Movement Requirements

a. Users will be informed by the staff transportation division through command channels as to the procedure for submitting estimated movement requirements to the transportation officer.

b. These estimated requirements for movement are the basis on which theater transportation resources are allocated. A movement program will be made on the basis of the requirements. Planning for the use of transportation will be nullified and transportation capability will be irretrievably lost if the requirements are not accurate. It must be clearly understood by all users of the transportation system that the movement requirements are a bid for transportation space and that the users must be prepared to use that for which they ask in the quantity requested, and in the time frame indicated.

57. Procedure for Making Nonprogrammed Movements

The procedure by which users obtain transportation for movements that have not been programmed must be covered in the instructions to the users. Such instructions should point out that the users will submit a request for transportation to the local transportation movements office which will in turn forward it to the central transportation movements office for a release. Releases for non programmed movements will be given only after it has been determined by the TMO that sufficient transportation capability exists to handle the movements. In those instances where the transportation capability is not available, a priority will be obtained from the appropriate commander. The priority given by the commander will depend upon the urgency of the nonprogrammed movements as compared with programmed movements.

58. Policy for Submission of Requests for Transportation

The users will be informed that they must submit transportation requests to obtain the transportation that has been allocated for their use by the movement program. They will be furnished forms for submitting such requests.

59. Functions of the Local Transportation Movements Officer

Users will be informed that the transportation movements officer serving the installation is to

act as an intermediary between the user and the transport service. His mission is to assist the commanders in the execution of the movements program. He functions in an expediting rather than an operating role. He is vitally interested in the supervision of traffic moving over the transportation system. He contributes to the development of procedures, documents, and practices to facilitate movement.

60. Installation Transportation Officer

The installation transportation office (ITO) is the connecting link between the actual shipper of supplies and personnel, and the transportation movements officer. ITO's are usually assigned to installations where there are operational missions requiring extensive use of transportation equipment. Depots, supply points, division-size units, and subarea commands are typical of the type installations or areas to which an ITO may be assigned. The duties of the ITO are the same as for any other transportation officer but are generally performed at a lower echelon of command.

61. Documentation

There are two general types of documentation—supply and transportation. Transportation documentation pertains to those instruments needed to control supplies while they are moving over the transportation system. They include the use of such instruments as cargo delivery receipts, freight waybills, and travel warrants.

Supply documentation is a responsibility of the supply agencies. Transportation movement is concerned with supply documents only to the extent that the information contained therein is accurate enough to permit preparation of transportation documents. Disputes between shippers and transport mode operators pertaining to documentation, will be referred to the local transportation movements officer who, in his capacity as intermediary between shipper, receiver, and transport service, will take action to obtain clarification. Transportation movements personnel are authorized to refuse to release shipments which are improperly documented, since improperly documented shipments are a potential problem to the transportation system.

62. Marking

Theater marking regulations must be adhered to by all agencies involved in the shipping of supplies. It is the responsibility of the commander of the shipping agency to insure full compliance with theater marking regulations. The transportation movements division has the staff responsibility of enforcing these regulations by refusing to release transportation for those shipments not properly marked.

Section IV.

INSTRUCTIONS TO THE TRANSPORT SERVICES

63. General

- a. All personnel connected with the transport

services should be familiar with the instructions issued to the using agencies. The transport services will assure themselves that all shippers receive information as to the characteristics of their particular modes of transport such as—weight limitations, size limitations, and other information that will facilitate effective use of equipment, and maintain fluidity over lines of communications.

b. Procedures relative to the relationship of transport services and transportation movements will be prepared under direction of the transportation officer of the command. The transportation movements portion of this procedure should include the items discussed in the following paragraphs.

64. Reports Submitted by Transport Services

The chief of each transport service and transportation facility will be required to submit certain reports to the chief of the transportation movements division. These reports will include—

a. *Report of Capabilities.* This report will be submitted at time intervals consistent with the requirements. It will include basic information covering facilities, capacities, and capabilities of all modes of transport involved.

b. *Traffic Analysis Report.* Each mode will furnish at the close of the movement program period a traffic analysis report. This should include information as to the effectiveness of the use of each mode in accomplishing the move-

ment program, and the expected conditions of equipment and lines of communications during the next program period. Information on the daily situation should be obtained by close liaison between transportation movements and transport services personnel.

c. Report on Facilities. Water terminals, transfer points, and other transportation facilities will furnish a report to transportation movements division daily and monthly. These reports, although different in nature for each type facility, should contain all basic information as to the capability and current situation.

d. Emergency Reports. Transportation movements personnel will be informed immediately of instances which will cause curtailment of service over any portion of the system.

65. Action on Receipt of Movement Program

a. On receipt of the movements program, transport services personnel will advise transportation movements of proposed action. Transport services will be expected to relocate transport as necessary to implement the program; and if, in the process of so doing, they find it impossible to complete any portions of the program, they will immediately notify the transportation movements division.

b. Transport services will be instructed to refuse any traffic unless they receive a transportation release from the appropriate field transportation movements office. Furthermore, they should not divert, reconsign, or perform other

transit operations without authority from the appropriate region or branch transportation movements office.

c. Local procedures will be formulated and published to assure the smooth functioning of the transit services offered by the transportation movements agency to the users of the system.

Section V. INSTRUCTIONS TO TRANSPORTATION MOVEMENTS AGENCIES

66. General

The chief, transportation movements division, must issue instructions to his own division, to the transportation movements group, and to the regional and branch offices, as appropriate, indicating to each the mission, organization, function, and procedure and the doctrinal points given in this manual.

67. Instructions to Staff Transportation Movements Division

Specific instructions to the staff transportation movements division should include—

- a. Methods of obtaining priorities.
- b. Methods of obtaining requirements and capabilities.
- c. Policy on the use of various modes of transportation.
- d. Detailed information on specific procedure for making up movement program including time intervals, schematics, format, authentication, and distribution.
- e. Policy on the relationship with Air Force,

Navy, and other outside agencies who either use the Army transportation system or whose system the Army uses. This will include the procedure used by these outside agencies for obtaining Army transportation, and the procedure used by the Army for obtaining the transportation of the outside agencies.

f. Policy on the stationing of liaison officers.

g. Information on movements meetings, including the purpose and personnel who will attend.

h. Information on ships destination meetings, and cargo disposition meetings including the purpose, the persons who will attend, and the information they will be expected to furnish and will receive.

i. Information, relationship, instructions, and reports issued to and received from the transport users and the transport service.

j. Such other instructions as will contribute to smooth functioning of the transportation movements office.

68. Instructions to Transportation Movements Agencies in the Field

Region and branch transportation movement agencies will receive added instructions covering the following:

a. Action taken upon receipt of movement program. Field offices will upon the receipt of the movement program coordinate with the shippers, receivers, and users in their area, and report any difficulties to the designated transportation movements headquarters.

b. Explanation of how requests for transportation will be handled.

c. Description of the log to be maintained on request for transportation, indicating information that should be included.

d. Action taken on reporting shipments.

(1) This will include the information to be contained in the report of shipment.

(2) Detailed information concerning the specific agencies which will be informed of the various types of shipments.

(3) Log to be maintained on the report of shipment.

e. Action to be taken on tracing and expediting, reconsigning, and diverting shipments.

f. Action to be taken on lost and damaged shipments.

g. Action to be taken on improper marking and documentation.

h. Action taken on nonprogrammed movements.

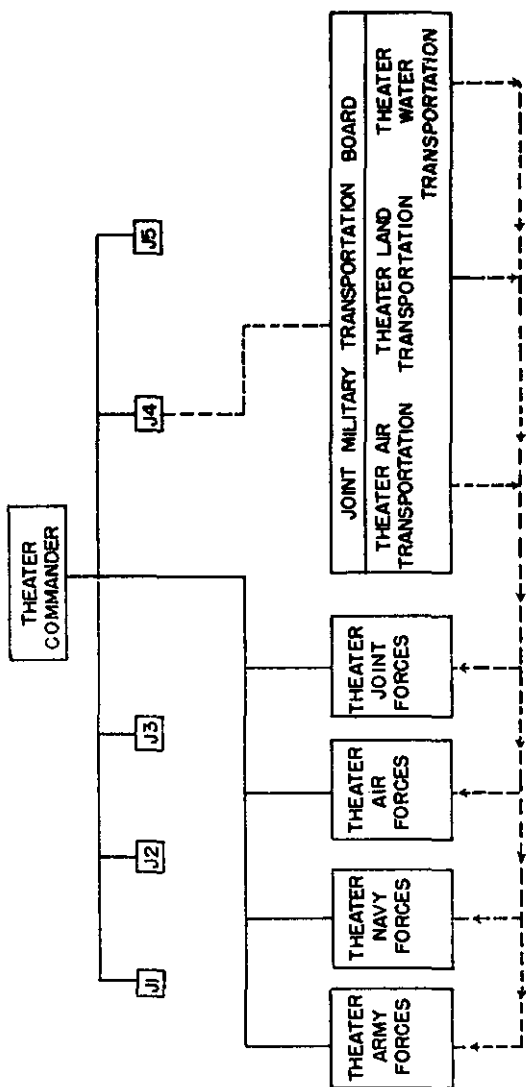
i. Action taken on emergency breakdowns of the transport system.

j. Authority given to the transportation movements regional office to authorize movement without clearing with the transportation movements division.

Section VI. ADMINISTRATIVE CONTROL

69. Control at Theater Level

a. *Allocating Resources.* A joint military transportation board (JMTB) is usually formed



-----POLICIES AND DIRECTIVES

Figure 12. Typical theater organization showing joint military transportation board.

at theater headquarters (fig. 12). The board is composed of representatives of theater Army, theater Navy, and theater Air Force. Members of this board are responsible for translating the directives of the theater commander into terms of priority tasks for the Army, Navy, and Air Force. The theater army representative will furnish to this board information concerning the theater army movement capability and movement requirement. Theater Navy and theater Air Force representatives will furnish similar information for their respective services (par. 129).

b. The joint board allocates transportation lift capability to each service. Within such allocations, the component services are free to determine the individual priorities for the traffic of their service. The decisions of the joint military transportation board are published in the name of the theater commander.

70. Administrative Transportation Movements Information

a. To successfully make such an allocated breakdown (par. 69), theater army must furnish to the JMTB the following essential administrative transportation movements information:

- (1) Movement capabilities of theater army.
- (2) Movement requirements of theater army.
- (3) Movement priorities for theater army.
- (4) Movement limitations.

b. This information will not be as specific as

operative transportation movements information; rather, it will normally be expressed in bulk tonnages. Transportation movements personnel may be required to furnish specific information on limitations within the system. For example, the Air Force may be authorized a blanket allocation of five percent (expressed in short tons) of the movement capability of a theater. However, they might desire to use only the capability of a specific rail line that is used to capacity furnishing support to a field army in contact with the enemy. Consequently, this particular five percent allocation would not be satisfactory. Specific information on such critical situations must be furnished at the joint military transportation board meetings.

c. In addition to tonnage allocations, theater army must make available to theater Air Force and theater Navy the specific procedures under which the capability is obtained so that the transportation movements aspects might be successfully carried out. For example, the Air Force, although they have five percent of the capability, must still submit their requirements so that traffic may be programmed. They must also submit requests for transportation for specific moves. They must comply with the transportation movements regulations as would any other user.

71. Control at Theater Army Level

After the meeting of the joint military transportation board, the theater army will have at its disposal allocated space which will be composed of Army, Navy, and Air Force capability.

The authority to manage the use of the Navy and Air Force space allocated, and the movement capability of Army and Army-assigned transport is normally delegated to the TALog commander (specifically the transportation movements division). However, the theater army commander reserves the right to make intratheater decisions on—

a. Priority and allocation when such cannot be mutually agreed upon by the participants.

b. Procedures for use of transportation which affects the command as a whole.

72. Control at TALog Level

Although the aspects of transportation movements are of prime concern at TALog level, there still remains considerable administrative transportation movements activity which must be performed. This includes deciding how much transportation will be allocated to each section of the TALog, and requesting the reassignment of this transportation from section to section to meet the requirements imposed by the tactical, strategic, and logistical situation.

CHAPTER 7

PROCEDURES

Section I. GENERAL

73. Introduction

This chapter covers procedures for transportation movements personnel in implementing policies and directives from the higher headquarters. It also covers performance of those day-to-day tasks necessary to manage the movement capability of the transportation system.

74. Management

In accomplishing transportation movements, six functions of management are present.

a. Planning. Making the movement program and furnishing movement instructions.

b. Organizing. Positioning transportation facilities to form an integrated service and to keep pace with the tactical and logistical situation.

c. Directing. Publishing the movements program.

d. Exercising Staff Responsibility. Responsibility for publishing movement directives.

e. Controlling. Submitting requests for transportation and issuing transportation releases.

f. Supervising. Supervision of the use of the

transportation system performed by transportation movements agencies in the field.

Section II. MOVEMENT PROGRAMMING

75. General

Movement programming is accomplished by the programming branch of the transportation movements division. It must be clearly understood that a movement program is not a supply document. The fact that a movement program is prepared does not alter in any respect the procedure of supply. Supply requisitions are prepared, processed, and filled in accordance with the directives of the respective supply agencies. The movement program is a forecast of movement of requisitioned supplies.

76. Period of Time for a Movement Program

The period of time covered by a movement program will vary with the stability of the situation, and the ability of commanders to forecast requirements with a reasonable degree of accuracy. The time cycle for a movement program should be tied in, so far as possible, with the requisitioning system and supply programs of the command. In a fluid situation, a reasonably firm program for the TAllog transportation system can be published to cover a period of 15 days. The information required to formulate the movement program generally should be submitted so as to arrive at the movement programming branch 7 days prior to the time that the movement program is to be published.

77. Movement Requirement Information

a. Movement requirement information will be submitted through channels to the appropriate region or branch TMO by each shipping agency authorized the use of the transportation system concerned. Where necessary, a standard form will be devised and used. Information contained on such a form should include—

- (1) Materiel being shipped. This is normally expressed in terms of branch of service (or shipper agency), class of supply, and the estimated number of short tons per day during the program period. The transportation movements personnel are normally not concerned with an inventory of specific items within a class of supply. However, certain items requiring special handling must be specified so that the outstanding transportation characteristics can be readily identified. For example, heavy lifts should be expressed in units, dimensions, and short tons. Items requiring controlled temperatures must be identified.
- (2) Personnel being shipped are normally listed as troops, patients, civilians, prisoners of war and such other categories as will assist the movements officer in selecting the mode of transportation needed.
- (3) Where materiel or personnel must be

moved. This includes consignee and location, consignor and location.

- (4) Time during or by which materiel or personnel should arrive at destination. This may also include the time that materiel will be ready for pickup at point of origin.

b. When a shipping agency submits a requirement to move personnel or supplies to a specific destination, it is the responsibility of the TMO to assure that the consignee has the capability to receive the quantity indicated within the period authorized. It is also the responsibility of the TMO to assure that the facilities are present at destination to handle special shipments; for example, if a shipment of perishable cargo is to move, the TMO should assure that refrigeration exists at destination before the shipment is made.

c. Submission of properly authenticated movement requirements to transportation movements personnel is sufficient evidence that the requirements are authorized. Transportation movements personnel will not question the validity of the requirement. However, transportation movements personnel will question obvious errors in the requirement and will bring them to the attention of the proper authority. They will also question the movement of any requirements which will lead to a violation of the maximum-use principle of movements. For example, if one shipment calls for the movement of 15,000 gallons of gasoline forward, while at the same time a retrograde requirement exists to move 16,000 gallons of gasoline, an ob-

vious error and a violation of the fourth principle of movements are evident. Under such a situation, transportation movements personnel will request a clarification from the proper authorities.

d. Normally, movement requirements information will be arranged by branch of service. Further division within each branch of service is by class of supply; then by an administrative service; and then by other agencies authorized to use the system. This arrangement will be made for specific command shipments.

For example:

Shipments From Base Section to First Army

<i>Line</i>	<i>Class of Supply</i>	<i>Origins</i>	<i>STONS</i>	<i>Pax</i>	<i>Destination</i>
1	QM I through IV	Depot 602 Tours	100		Depot 605 Le Mans
20	Signal II	Depot 603 Tours	125		Depot 610 Orleans
380	Passengers	Nantes		5000	Orleans

78. Movement Capabilities

Each shipping and receiving agency and each transport service must keep transportation movements personnel informed of its respective movement capability.

a. Movement Capability of a Shipping and Receiving Agency. Each of these agencies submits an installation capacity and daily situation report (par. 55).

b. Movement Capability of Each of the Transport Services. Each transport service participating in a transportation service must submit an initial status report and maintain this report up to date at all times.

79. Schematics

a. The use of schematics to reflect movement requirements as against capabilities during a corresponding period may be helpful in performing programming functions.

b. When used, the requirements schematic should indicate the daily tonnage by branch of service and class of supply, and the points of origin and destination. See figure 13.

c. Transport services schematics may be prepared for each participating mode of transport to reflect the relationship between the transport capabilities of that mode and the movement allocations. See figure 14.

80. Working the Schematic

a. General. The transportation movements

planner transfers the movement requirement to the respective mode schematic as shown in figure 14. In making the transition, the skill and judgment of the planner are of paramount importance. He must assure that fluidity and flexibility are maintained throughout the system. He must insure that maximum use is made of carrying capacity. The planner's objective is to insure maximum accomplishment of the movement requirement by the most efficient use of the capability available.

b. Principles of Movement Planning Are as Follows:

- (1) Achieve the most effective use of transport equipment by—
 - (a) Maximum safe loading of each transport unit.
 - (b) Immediate redeployment of excess capacity.
 - (c) Utilization of return capacity.
 - (d) Employment of each mode for the purpose for which it is best suited.
- (2) Minimize rehandling by using one mode of transport from origin to destination to the extent possible.
- (3) Avoid backhauling.
- (4) Whenever practicable, use the most economical means as far forward as possible. The modes of transportation, enumerated in the order of their economy, are pipeline, water, railway, motor transport, and air.

c. Inherent Advantages of the Modes of Transportation. Each mode of transportation has a

definite superiority for handling certain types of traffic. In working the schematic, the movement planner allocates movement requirements according to the inherent advantages of the respective modes.

- (1) Railroads are best suited for handling volume traffic over relatively long distances.
- (2) Motor transport is economically employed when handling local movements, some less-than-carload or merchandise traffic, and some special long-distance traffic.
- (3) Waterways, slow but economical, can efficiently handle bulk shipments, especially coal, grain, and bulk liquids.
- (4) Pipelines are most economical for the movement of bulk liquids.
- (5) Army aircraft, operating in the combat zone, are most useful in handling short-lift, high-priority traffic. This use of aircraft relieves congested roads and traffic terminals, and furnishes the commanders with a readily available combat and service support lift capability. Air Force support is most commonly used in long-haul operations on an inter- and intra-theater basis to move priority traffic.

d. Priorities. When the movement capability is not sufficient to handle the movement requirement, a priority-of-movements meeting will be held. This meeting is held in order to determine

the order of precedence in which shipping agencies and the transportation service will accomplish essential movement requirements. This meeting is presided over by the TALog commander or his designated representative and is attended by representatives of the TALog director of plans and operations, director of services, director of supply and maintenance, director of CAMG, theater army replacement and training command, and such allied and civil officials as may be concerned. In addition to the above, the TALog transportation officer, and the chiefs of the supply services also attend the priority-of-movements meeting. Normally the representation from the transportation office includes the deputy for operations, the chief of the transportation movements division, the chief of the programming branch, the chief of the freight branch (for advice on supply movements), and the chief of the passenger branch (for advice on passenger movements). During the priority-of-movements meeting the TALog transportation officer outlines the capabilities of the transportation service. Using this information and the priorities established by the TALog commander, the director of services determines the relative urgency of supply movements. Theater army replacement and training command and the TALog director of CAMG determine the relative urgency of personnel movements. By thus arranging personnel and supply movement requirements in order of relative urgency, the movement programming branch can allocate supply and personnel movements requirements to specific means of

transportation in accordance with the capabilities of each mode and the established priority. Although priority of movement meetings should be held as far in advance as possible to permit transport service and other concerned agencies to prepare to perform movements, such meetings should not be held until that stage in movement programming is reached where the programmer has a firm picture of what he can or cannot do.

e. Movement requirements allocated to the transportation modes reflect the priorities established by the commander. Should there be insufficient transportation to move all requirements, those requirements not moved will have to be re-submitted by the shipper service at the next scheduled time for submitting movement requirements. They will not be automatically carried over by transportation programmers in the next program.

f. When movements requirements have been allocated to movement capabilities the information is extracted from the transportation schematics and compiled in the form of a movement program. The schematics are not destroyed after the program is made. They are maintained and posted in a conspicuous place for use by the freight and passenger branch personnel during the implementation phase of the program.

81. Publishing the Program

a. The movement program is made up in the basic format shown in the following chart.

Type Movement Program

Line No.	Service and class of supply	Eq No	From			To			Destination or transfer pt	Mode
			De- pot	Location	Cord	To depot or sup pt	Location	Cord		
16	Ord II & IV	428 970		CASTRIES	EJ 7835	Tenth Army A&V Park	GRANDIS	FM 1400	VILLE-FRANCHE	RAIL
17	Ord II & IV (veh)	429 973		ROGNAC	FJ 8219	Tenth Army A&V Park	GRANDIS	FM 1400	VILLE-FRANCHE	RAIL
18	Ord V	252 901		VALERGUES	EJ 8536	Dep 910	CHAROLLES	EM 9843	PARAY	RAIL
19	Ord V	250 902		GENERAC	FJ 0844	Dep 910	CHAROLLES	EM 9843	PARAY	RAIL
20	Ord V	275 903		TARASCON	FJ 3452	Dep 910	CHAROLLES	EM 9843	PARAY	RAIL
21	Ord V	385 903		TARASCON	FJ 3452	Dep 911	ST GEORGES	FM 3503	ST GEORGES	BARGE

22	Ord V	390	904	ROQUEVAIRE	GJ	1202	Dep 911	ST GEORGES	FM	VILLE- FRANCHE	RAIL
23	Ord V	375	904	ROQUEVAIRE	GJ	1202	Dep 912	TENAY	FL	AMBERIEU	HWY
24	Ord V	375	905	SOLLIES- PONT	KN	6188	Dep 912	TENAY	FL	AMBERIEU	RAIL
25	Ord V	65	903	TARASCON (via NIMES AFB)	FJ	3452	Dep 910	CHAROLLES	EM	CHAROLLES AFB	AIR- HWY
26	Ord V	65	904	ROQUEVAIRE (via AIX AFB)	GJ	1202	Dep 910	CHAROLLES	EM	CHAROLLES AFB	AIR- HWY
27	Ord V Nu- clear Weapons	160	913	LAMANON	FJ	6843	Dep 914	LETRA	FL	TARARE	RAIL
28	Med II & IV	22	857	AVIGNON (via NIMES AFB)	FJ	4566	Dep 81	LA CHAPELLE	FM	BELLE- VILLE AFB	AIR- HWY
29	Engr II & IV	20	531	SOMMIERES	EJ	8849	Dep 501 (via NIMES AFB)	CERCIE	FM	BELLE- VILLE AFB	AIR- HWY

Type Movement Program--Continued

Line No.	Service and class of supply	532	From			To			Destination terminal or transfer pt	Mode
			De- pot	Location	Cord	To depot or sup pt	Location	Cord		
30	Engr II & IV	24	532	AIX-EN-PROVENCE (via AIX AFB)	FJ 9823	Dep 501	CERCIE	FM 3009	BELLE-VILLE AFB	AIR-HWY
31	Engr Parts	16	536	LAMBESC (via AIX AFB)	FJ 8335	Dep 502	CERCIE	FM 3009	BELLE-VILLE AFB	AIR-HWY
32	Engr Maps	5	537	SALON (via ISTRES AFB)	FJ 6934	Dep 503	DENICE	FL 2796	BELLE-VILLE AFB	AIR-HWY
33	Engr II & IV	52	531	SOMMIERES (via ISTRES AFB)	EJ 8849	Dep 501	CERCIE	FM 3009	VILLE-FRANCHE	RAIL
34	Engr II & IV	48	532	AIX-EN-PROVENCE	FJ 9823	Dep 501	CERCIE	FM 3009	VILLE-FRANCHE	RAIL
35	Engr II & IV	72	533	CARNOULES	KN 7298	Dep 501	CERCIE	FM 3009	VILLE-FRANCHE	RAIL

36	Engr II & IV	200	531	SOMMIERES	EJ	8849	68th Engr Gp (Pipe- line)	CHALON	FM 4183	CHALON	RAIL
----	--------------	-----	-----	-----------	----	------	------------------------------------	--------	------------	--------	------

b. The program is authenticated by the TAlLog director of service and published in the name of the TAlLog commander. It is distributed to all persons concerned.

c. The movement program is not self-implementing. It is a directive for action. The transport services prepare to position their equipment, the shipping agencies prepare to ship, the transportation movements agencies prepare to permit the shipments to move, and the receiving agencies prepare to accept the shipments. The document for initiating movement is the request for transportation which is submitted in consonance with the movement program by the shipper to the designated transportation movements office.

82. Variation From the Movement Program

a. If the movement program states that 100 tons of class I will move from point A to point B daily during a stated period of time, does this mean that exactly 100 tons have to move every day? Can 150 tons move one day and 50 tons the next? Instead of 100 tons of class I, can 50 tons of class I and 50 tons of class II move? Just what variation is allowed in the movement program?

b. Problems of this nature strike at the effectiveness of the transportation movements program in that the movement program is a directive based on shipping requirements. The system of programming offers the commander a means whereby he can obtain maximum use of the movement capability. Although exact estimates may not be obtained 100 percent of the time, a great degree of

accuracy must be demanded for each period of the program. If, within the designated period, it is found that the required degree of accuracy has not been obtained, a check should be made to determine if the time span of the program period should be shortened or if command action should be taken against those shippers who flagrantly disregard the need for accurate estimates.

c. The effectiveness of the movement program depends upon its practicability. Estimates of requirements as well as estimates of capabilities must be as firm as possible. Upon the publication of the movement program, every effort must be made by all concerned to make it work.

d. The movement program is just as much a directive to the user as it is to the transport services and to transportation movements personnel. Transportation movements personnel cannot make a decision as to whether or not the directive should be violated. However, because of their primary interest they do gather data to aid the commander in making a decision.

83. Nonprogrammed Movements

a. The movement requirements for programmed movements are forecast well in advance of the actual movement, sometimes by as much as three or four weeks. During this period shippers may have additional requirements that must move before the next program is compiled. Such movements must be cleared through the programming office in order that they can be placed in their relative position in the movement program and

thus maintain the benefits accrued by programming. If nonprogrammed shipments were permitted to move over the system without prior clearance, the system would lose its flexibility and scheduled moves might be curtailed. Without proper authority, maximum use might not be made of carrying capacity, and services such as tracing, holding, and reconsigning, could not be properly accomplished.

b. Shippers who find it necessary to make a non-programmed movement submit their requests, identifying the movement and the justification therefor, to the transportation movements office designated to serve them. The TMO forwards the request through transportation movements channels to the respective freight or passenger branch. This branch checks the schematic board to see if capacity exists. If so, authorization for movement is sent to the transportation movements officer at origin. If not, priority is requested from the TALog director of services. If the nonprogrammed material has a high enough priority some other material may be cut from the movement program to allow it to move. If the priority is not high enough, the nonprogrammed shipment will be refused. In either event, the shipper is informed through transportation movements channels of the disposition of his request. If the non-programmed move is approved, all agencies which might be involved in the move are notified. It is essential that nonprogrammed movements be kept to a minimum because they can disrupt the entire programming system by causing duplication of

effort, and curtailing the accomplishment of the movement requirement.

84. Movement Instructions

The movement program allocates movement requirements to available movement capabilities. It reflects priorities established by the commander. It does not contain detailed information. For example, it may state that 100 tons of class II, QM will move daily from depot A to depot B, and the movement will be by rail. It does not state such specific details as type of rail cars required for the movement, the opening and closing time of depot A and depot B, number of cars that should be spotted during daylight, and number spotted during darkness, and other detailed information required to actually accomplish the day-to-day movement at installation level. Therefore, on receipt of the movement program, local transportation movements offices issue movement instructions within their respective areas to cover specific information not contained in the movement program, and furnish details pertinent to the respective area or shipment. These movement instructions may be elaborate and in writing, or they may be oral and given over the telephone. A sample of movement instructions follows: Line item 128 of movement program 15-30 September will be expedited. It will be loaded on a deep-well car. Loading will be done during daylight. Passing reports will be obtained from Le Vas, Ogton, and Dennis. Upon arrival at Le Suyong, the 508 MP will provide a guard escort to accompany shipment

through the Esplana province. Shipment will be delivered to consignee during daylight hours.

Section III.

TRANSPORTATION MOVEMENTS ACTIVITY AT ORIGIN

85. General

The primary duties of a transportation movements officer located at a point where movement originates are to coordinate, within the framework of the movement, directives with the users of transportation, the transport operator, and the transportation movements staff located at the next higher headquarters responsible for directing the allocation and assignment of movement capacity. The supervision exercised by these transportation movements officers insures that the relationship between users of transportation and transport operators is coordinated so that the programs, directives, and policies are complied with, and maximum movement capability is obtained. To insure the successful performance of the transportation mission, shippers must request allocation of movement capacity only through the appropriate transportation movement officer. Transport services must provide movement capacity only when authorized to do so by the appropriate transportation movements office.

86. Request for Transportation

a. At a specified period, usually by 1500 hours of the day prior to the movement date, the shipper

will submit a request (locally prepared) for transportation to the designated transportation movements office. Appendix II shows a type transportation request.

b. The designated transportation movements office will verify the request for accuracy. Check it against the movement program, and forward it to the carrier responsible for serving the area.

c. The carrier will designate a specific unit of transport to make the move, and will notify the transportation movements office of the date, hour, and number of units of transport that will be spotted. The transportation movements office will notify the consignor of the spotting.

d. When the transport has been loaded, the shipper will notify the transportation movements office. The transportation movements office will request the transport service to move the shipment.

e. The carrier will notify the transportation movements office of the actual time shipment departed the terminal.

87. Report of Shipment (Repship) for Freight

a. Immediately after a shipment starts to move from its point of origin a report of shipment is prepared by the local transportation officer or the consignor and dispatched to the consignee. Information copies of the report of shipment are forwarded to the transportation movements officers at origin and destination and to other interested agencies. The report of shipment will contain the following information:

- (1) Authority and/or consignment/movement number.
- (2) Place of departure.
- (3) Time and date of departure.
- (4) Consignor or code designation.
- (5) Consignee or code designation.
- (6) Mode(s) of transport, including route.
- (7) Truck, car/wagon, inland waterway transport craft, or aircraft number, as applicable.
- (8) Consignor's number(s), bill of lading number(s).
- (9) Number of cases per truck, car/wagon, IWT craft, or aircraft.
- (10) Weight of freight loaded per truck, car/wagon, IWT craft, or aircraft.
- (11) Cube of freight loaded per truck, car/wagon, IWT craft, or aircraft.
- (12) Description of commodity in general terms.
- (13) Destination and estimated time of arrival. (State exchange points and ETA at exchange point, when applicable.)
- (14) Additional information and instructions if necessary.

b. In addition, the consignor will normally send the consignee an advice of shipment which will identify the shipment with requisition numbers or other supply actions which initiated the specific requirement.

88. Daily Activity at a Local Transportation Movements Office

a. The average shipping agency may make many shipments each day. A local transportation movements office may handle several shipping agencies. From 1500 hours to midnight represents the busiest period for the local TMO. For instance, at 1500 hours daily, many requests for transportation are being received for movement the following day. The requests are numbered and logged and the requirement for each mode is determined. The modes are contacted. For example, rail is contacted and informed that depot A has a requirement for (number and type) cars to be moved to (destination); likewise depot C, and so forth. Negotiation then takes place such as "We are short of boxcars, can some of this material be loaded on gondolas?" "The shipment moving to D cannot be carried today because the track is bombed out, it will be ready tomorrow." And so it continues until complete arrangements are made. Meantime, the same type negotiation goes on for the other modes of transportation. The information is assembled and passed on to the respective shippers, informing them of the amount, the time, and spotting position of equipment for the following day's work. In large areas it may be necessary to hold equipment meetings with the transportation movements officer presiding, and the mode operators and the shippers presenting their operational situations and airing their troubles.

b. Consideration should be given to the time reports of shipments go forward. They alert the consignee and must arrive in sufficient time for him to take the necessary preparatory action. For example, reports of air shipment, when the air move takes only two hours, should be instantaneous with the takeoff of the craft.

Section IV.

TRANSPORTATION MOVEMENTS ACTIVITY EN ROUTE

89. General

a. Once a shipment begins to move, one or more of the following actions may take place. The shipment may be—

- (1) Consolidated.
- (2) Stopped in transit.
- (3) Held in transit.
- (4) Diverted.
- (5) Reconsigned.
- (6) Transferred.
- (7) Traced.
- (8) Expedited.

b. Transportation movements personnel are not "operators" as used in the sense of physically diverting a shipment. They are the directors of the traffic moving over the system. For example, they may request the transport services to divert a shipment, and the diversion and necessary re-documentation is accomplished by the transport service.

c. Transit servicing, such as stopping in transit,

holding, diverting, and reconsigning by agencies unfamiliar with the transportation situation can create congestion, confusion, and waste of movement capability. All requests for such action must be made through transportation movements offices which in turn notify the transportation movements division. The division, by a check on the situation from the schematic control board and by properly coordinating activities with all concerned, can insure free flow of movements to destination.

90. Consolidation

a. Consolidation of freight or passenger movements is the procedure of bringing together, for movement in one vehicle or a series of vehicles, movements en route to a common destination or a common terminal point along the route used by the transport service. By consolidating relatively small movements to form vehicle or convoy loads, the practice of moving partially loaded vehicles is reduced to a minimum and a better use is made of available movement capacity.

b. Consolidation also refers to the bringing together of movements of like commodities or characteristics for movement to a common destination. This practice facilitates handling, and permits transportation movements personnel to expedite, divert, or reassign movements by commodity without the necessity for unloading transport vehicles.

c. In the preparation of the movement pro-

gram, full consideration is given to the benefits of consolidation. Transportation movements personnel in the field are in an excellent position to apply the consolidating technique and should be constantly on the alert to assure it is practiced by the shippers and transfer agencies.

91. Transferring

a. Transferring is the shifting of supplies or personnel from one means of transportation to another, or from one conveyance to another conveyance of the same means of transportation. This action is performed at transfer points. The operation of a transfer point is a TC responsibility since the shipment has not reached its destination and since the essential function of a transfer point is to change conveyances in order to continue movement. The principal reasons for the establishment of a transfer point will normally include one or more of the following:

- (1) Termination of the line of communication provided by one means of transportation, making transfer to another means necessary to continue movement.
- (2) Absence of a through route because of—
 - (a) Varying gages of railroads.
 - (b) Rail lines in process of repair or construction.
 - (c) Weight or clearance limitations of rail or road bridges.
 - (d) Limitations of vertical or horizontal clearances (rail or highway).

- (e) Temporary disruption of service by enemy action.
 - (f) Natural barriers such as rivers and swamps.
 - (g) Demolished canal locks, bridges, or roads, and airfields.
 - (h) Inclement weather resulting in frozen canals or rivers, icy roads, or blocked passes.
- (3) Further forward movement by original carrier considered inadvisable due to proximity of enemy forces.
 - (4) Reduction of capacity at a point along a line of communication, making necessary the transfer of the excess load to another means of transportation.

b. Transferring permits movements to flow from origin to destination using such transportation facilities as are available without making it necessary for the shipping agency to originate the shipment anew when a different means of transportation is employed en route. Strategically located transfer points increase the overall movement capability of the transportation system and provide points where movement can be controlled between origin and destination. When handling and transportation facilities permit, transfer points may be used for holding, consolidating, diverting, and reconsigning movements.

c. Transportation movements personnel will normally be located at intermediate points within

the theater of operations where diversion or change in movement priority will be accomplished or where close supervision is required to prevent congestion. They provide local transportation movements service of both routine and emergency nature.

d. Transportation movements personnel do not operate transfer points but they do advise the officer in charge. However, transportation movements personnel will frequently recommend the establishment of a transfer point to the staff transportation movements officer, who, in the name of the command transportation officer, will direct that it be established. This is in line with the responsibility of transportation movements for managing an integrated through transportation system from origin to destination.

e. A transfer point is a modified shipping and receiving agency from the following viewpoints:

- (1) When the consignor ships through a transfer point, the movement program will have designated the transfer point. When shipment has departed the consignor, a report of shipment is forwarded to both the consignee and the transfer point. The estimated time of arrival to consignee is based on the time taken to move through the transfer point and on to ultimate destination.
- (2) Upon receipt of the report of shipment the personnel at the transfer point prepare for outshipment of the traffic. As

did the original consignor, the personnel at the transfer point submit a request for transportation. This request may be a consolidated request for the day's activity. The transportation officer servicing the transfer point forwards a report of shipment to the consignee upon departure of shipment from the transfer point.

92. Tracing

Tracing is the procedure for locating a shipment en route or for confirming the forwarding or delivery of a movement. Tracing will be accomplished in accordance with the provisions of part IV SOLOG Agreement 31 (Revised) which is given in part below.

SOLOG AGREEMENT 31 (REVISED) PART IV—MOVEMENT CHECK/STANDARD TRACER (STUDY C54)

1. After a consignment enters the transportation system, within a theater of operations, the capability must exist for locating it at any time in order that it can be expedited, diverted, re-consigned, or held in transit when occasioned by changes in the tactical or logistical situation, or of locating it in the event it is missing or does not reach its destination within a reasonable period of time. A standardized form is required for transmitting data to movements personnel in the field so they can assist in locating consignments. This

form to be known as a *Movement Check/
**Standard Tracer.

2. The *Movement Check/**Standard Tracer normally will be prepared by the consignor or consignee and furnished to the local movements** office who will in turn contact the transport service(s) involved in the move. The transport service will determine and report on the current status of the consignment.

3. The use of this code will facilitate transmission, by using "MOVCHECK/STDTRACER" followed by the letters representing the paragraphs below and the pertinent data.

- a. Consignor and location.
- b. Consignee and location.
- c. Waybill or similar document number.
- d. Means of transport and name/number of vessel/car or wagon/truck/lorry. (If truck/lorry, give designation of unit to which truck/lorry is assigned.)
- e. Date loaded and dispatched.
- f. Details of route.
- g. Any identification numbers or marks known.
- h. Commodity description.
- j. Number of pieces.
- k. Type container.
- l. Total deadweight of consignment.
- m. Total measurement weight of consignment.
- n. Reference to movement program or instruction (as applicable).

p. Instructions when consignment is located (e.g., expedite, divert, reconsign, hold in transit and/or additional details as appropriate).

q. Remarks.

* In the British and Canadian Armies.

** In the United States Army.

93. Expediting

a. Expediting is the process used to speed a specific shipment to destination. Expediting, in most instances, should begin before the shipment is actually shipped so that it can be packed, marked, loaded, and routed to take advantage of the fastest schedules. The movement planner can arrange for shipment by priority transportation, and carriers can monitor it en route to make sure that it travels at maximum speed. Transportation personnel should place on the report of shipment such words as Urgent-Expedite so that each transportation movements office along the line can assure that the shipment is not delayed. Expedite shipments should also be clearly marked so that transport services personnel will easily recognize them.

b. Expediting is of primary importance when a shipment is urgently needed at destination and when congestion is likely to occur on the lines over which the shipment is to move. All requests for expediting shipments should be processed through command channels. This action will help to eliminate abusing the privilege of expediting

shipments and reserve this type of service for emergency cases only.

94. Stopping in Transit

a. Stopping in transit is the procedure of stopping vehicles to complete loading of partially loaded equipment or to make deliveries to intermediate points along the line of communication. The movement capacity left vacant by such deliveries should be used, when possible, for movements originating at the intermediate point and destined for points farther along.

b. To prevent unnecessary delays at unloading points, care must be taken in loading movements for intermediate points, and in loading movements originating at intermediate points. Vehicles should be so routed by the transportation planner that intermediate and terminal points may unload them without excessive rehandling and restowing. It is important to insure that documents reflect the adjustment made by loading or unloading in transit.

95. Holding in Transit

a. Holding in transit is the procedure used to delay shipments for a short period of time along the lines of communications to prevent congestion, or to await new movement instructions.

b. When it is necessary to hold loaded vehicles en route along lines of communication, responsible transportation movements personnel must take prompt action to eliminate congestion. When holding in transit is employed to await amended move-

ment instructions, transportation movements personnel should insure that supply, or other concerned agencies, provide the required instructions promptly in order that vehicles may be released as quickly as possible. Agencies should not be permitted to use transport conveyances as storage facilities except in extreme emergency and then only on the approval of proper authority.

96. Diverting and Reconsigning

a. Diverting and reconsigning are terms used by transportation personnel to describe any changes in the route, destination, or consignee of a shipment before or after its arrival at final destination. Individually, these terms are defined as follows:

- (1) Diverting is a term used to indicate any change in the route or destination while a shipment is moving over a transportation system.
- (2) Reconsigning is a term used to describe any changes in the consignee before or after the arrival of the goods at destination.

b. An example of a diversion and reconsignment would be if a shipper at point A were sending a shipment of supplies to a consignee at point C via route No. 1. While en route the shipment was stopped at point B and instructions given to the carrier that between point B and C the road was so severely damaged that the consignee at point C could not receive the shipment. Additional instructions were that the shipment was to be de-

livered to a consignee at point D via route No. 2. Thus, the original consignee at destination C, is changed to another consignee at destination D over a different route. This constitutes a diversion and reconsignment.

Section V. TRANSPORTATION MOVEMENTS ACTIVITY AT DESTINATION

97. Receiving, Unloading, and Releasing Transport

Transportation movements activity at destination of a shipment consists of receiving, unloading, and releasing the transportation equipment. The TMO coordinates this activity with the consignee, and issues instructions to the transport services on the disposition of the transport equipment. This equipment is used for retrograde shipments, released to the transport services, or disposition is made in accordance with instructions received from the point of origin.

98. Assistance to Consignee

The effectiveness of the transportation service is reduced when receiving installations become congested and are unable to discharge arriving shipments promptly. The transportation movements officer insures that movements are not forwarded to an installation in excess of the capability of the installation to unload and clear from the loading area. This responsibility includes advising receiving personnel on ways to increase traffic handling at the site, and in the preparation of plans for unloading and clearing operations.

Section VI. DUTIES OF TRANSPORTATION MOVEMENTS PERSONNEL AT ORIGIN, EN ROUTE, AND AT DESTINATION

99. General

The duties of transportation movements officers at points of origin, en route, and at destination are relatively the same. The specific type of duty to be performed by each TMO will depend on the immediate situation. Some of the duties usually performed by the TMO at the various locations are listed in paragraph 100.

100. Duties

a. Assist in the preparation of plans for expeditious handling and loading of freight movements.

b. Advise the next higher transportation movements officer of the ability of shippers to originate and receive movements.

c. Based upon information from the daily situation and other reports, inform the next higher transportation officer of the progress of movements.

d. Act to correct congestion or conditions which reduce the movement capacity of available facilities. When action requires more than the delegated local authority, recommendations are referred to the next higher transportation movements officer.

e. Insure accomplishment of movements by the means and in the priority designated by movement programs or other directives.

f. Receive requests from shippers for allocation of movement capacity to perform movement requirements not given in movement programs or other directives.

g. Allocate movement capability to shippers to accomplish movement requirements not contained in movement programs or other directives but for which local release is authorized by proper authority.

h. Submit to the next higher transportation officer requests for allocation of movements capacity to accomplish movements not contained in movement programs or other directives, and for which local release has not been authorized.

i. Determine through transportation channels the ability of consignees to accept shipments.

j. Prepare and distribute movement instructions to shippers and transport services to insure that activities are coordinated in the accomplishment of movements.

k. Coordinate the arrival and spotting of transportation equipment for loading and unloading at the time and place mutually agreeable to the shipper and the transport service.

l. Inspect shipments to insure compliance with established packing, marking, and documentation procedures.

m. Provide such advice and supervision as may be required to accomplish efficient and expeditious handling, loading, and unloading of transportation equipment.

n. Insure, to the extent possible, that trans-

portation equipment or convoys of equipment are loaded for one destination with a single class of supply.

o. Arrange for and coordinate escorts and communications for shipments of classified materials as required.

p. Arrange for and coordinate en route bivouacs, rations, services, and resupply for movements as required.

q. Notify destination transportation movements officer of any information pertinent to the movement which may assist the consignee in receiving the movement.

r. Enforce embargoes and priorities which have been established by proper authority.

s. Advise installations of the impending arrival of movements listed in movement programs or other directives.

t. Regulate movements inbound to or outbound from the installation or area by granting or refusing clearances to local transportation officers originating or receiving movements.

Section VII. PASSENGER MOVEMENTS

101. General

Transportation movements procedures for passenger movements depend upon the circumstances under which the passengers are being shipped. Requests for the movement of personnel are submitted to the transportation movements officer in

the same manner as for supply shipments, and are programmed when the requirements can be predicted in advance. Requests for the shipment of nonprogrammed passenger movements are submitted to the local TMO, and if the movement capability is available a release is given, and the shipment is authorized. If the movement requirements exceed the movement capability, priorities are established by the commander and more transportation requested through command channels. Normally, all modes of transportation are used for passenger movements. The mode selected for a specific shipment will depend upon the priority of the shipment, the number and type of passengers to be moved, the distance to be traveled, and the tactical situation in the area into which the shipment is being made.

102. Highway Transportation

Highway transportation is usually used within the TALog and combat zones to haul personnel for short distances. This is because of its cross-country mobility features which enable it to carry passengers closer to their destination.

103. Air Transportation

Air transportation is used for emergency evacuation and reinforcement of tactical troops, and for high-priority passenger movements. Air transportation, because of its speed and time saving capabilities, is the fastest mode used for passenger transportation.

104. Rail Transportation

Rail transportation is used to transport passengers for long distances. This mode of transportation is frequently used for passenger movements from the TAlLog zone to the combat zone, and has the largest passenger-carrying capabilities for land-based transportation.

105. Standing Instructions OC Troops (Train)

In movements involving small units or casual personnel, the transportation movements personnel at entrainment station appoint the OC troops (train) unless this officer has been appointed by higher headquarters. The duties and responsibilities of the OC troops (train) include but are not limited to the following:

a. During Entrainment—

- (1) Submit movement orders and/or authority to movements personnel.
- (2) Insure, by checking with transportation movements personnel, that troops, baggage, vehicles, and other equipment are loaded according to movement instructions.
- (3) Inform troops of location of OC troops (train) compartment, and medical facilities.
- (4) Appoint one or more officers or NCO's as assistants and/or car commanders who will be assigned to every car.
- (5) Make inspection of train facilities, arrange for security, and complete the

train inspection report with transportation movements personnel and a railway representative.

b. En Route—

- (1) Be responsible at all times for sanitary arrangements and for the discipline and protection of the men on the train. He will conform to instructions given by movements personnel or railway operating personnel. Operation of the train is the responsibility of railway personnel.
- (2) Enforce orders prohibiting—
 - (a) Detraining without permission.
 - (b) Throwing anything out of windows.
 - (c) Leaning out of windows or doors.
 - (d) Marking or writing on railway equipment.
 - (e) Unauthorized use of flammable material.
 - (f) Damaging railway equipment.
 - (g) Violation of security regulations.
 - (h) Waste of water in lavatories.
 - (i) Riding anywhere on trains except where authorized.
 - (j) Interference with railway operations.
 - (k) Use of intoxicating liquors during journey.
 - (l) Unauthorized possession of live ammunition.
- (3) Observe current standing instructions in the event of sickness, death, or absence without leave.

- (4) Comply with instructions received en route.

c. During Detrainment—

- (1) Insure, by checking with transportation movements personnel, that troops, baggage, vehicles and other equipment are unloaded according to movement instructions.
- (2) Complete the troop inspection report and any necessary documentation.

106. Troop Train Inspection Report

The troop train inspection report is completed after detrainment and signed by the TMO, OC troops (train), and the railway inspector. The standard troop train inspection report contained in appendix III of this manual) will be used to make the inspection.

107. Report of Shipment (Repship) Personnel

The report of shipment for personnel serves in the same capacity as one for freight. It is also used to give advance notification to the receiver so that arrangements can be made for unloading and handling the shipment upon arrival. The REPSHIP for personnel is prepared by the shipper or local TO and information copies forwarded to the TMO at origin and destination. This report should contain the following information:

- a. Authority and/or consignment or movement number.
- b. Place of departure.
- c. Time and date of departure.

d. Number of personnel by appropriate rank or group classification, including unit security designation, if applicable.

e. Destination and estimated time of arrival. (State ETA at exchange point, when applicable.)

f. Identification of inland waterway craft, aircraft, train or road transport, by name, number, or code designation.

g. Details of accompanying baggage, i.e., location, weight, and cube.

h. Name of officer in charge of the troop train.

i. Additional information and instructions, if necessary.

108. Individuals

Individuals requiring rail transportation are furnished written authorization by the local TMO or TO to perform travel. This written authorization is usually a form locally devised for that purpose. It is used for accounting purposes as well as authority to perform travel.

109. Groups of 15 or More Persons

Normally a transportation release will be required for movements of 15 or more persons. The primary reason for this is to assure that suitable transportation equipment is available for the movement, and that adequate arrangements are made along the route and at destination to accommodate the passengers.

110. Replacements

The theater army replacement and training

command (TARTC) is responsible to the theater army commander for the administration and operation of the Army replacement system. The flow of replacements through the TALog can be predicted with a fair degree of accuracy. Consequently, movement requirements are submitted by the TARTC through channels to the transportation movements division where action is taken to incorporate such requirements in the movement program. When shipments are to be made against the program, a request for transportation is submitted to the transportation movements officer serving the replacement installation. Normal provision is also made to obtain a release for non-programmed movements.

111. Troops

Requirements for troop movements are submitted through the director of services of the TALog and the movements are programmed and implemented in a manner similar to the movement of replacements. Provision is also made for obtaining releases on nonprogrammed movements since the tactical situation may require a preponderance of nonprogrammed moves.

112. Patients

a. The evacuation of patients from the forward units in the field army to the supporting hospitals or medical installations of the field army is the responsibility of the army medical service. When medical service evacuation capabilities (organic) are exceeded, transportation assistance is re-

requested. In such instances, the additional transportation is furnished by the Transportation Corps. For patient evacuation from field army hospitals of the communications zone, the trend should be toward the increased use of air transportation operated by the Air Force. However, ground means must be available and in those instances when Air Force and medical service evacuation capabilities are exceeded, the additional surface transportation required is operated by the TC. Care and treatment en route is administered by medical personnel who ride the conveyance.

b. The TALog medical regulating officer is responsible for submitting to the transportation movements division an estimate of requirements for the movement of patients. While such movements are not programmed this information is necessary in order that transportation movements personnel can provide rapid through transportation from the field army hospitals or medical installations to the general hospitals in the TALog.

c. Field army medical regulating officers furnish the TALog medical regulating officer on a daily basis with the number of patients requiring transportation. The TALog surgeon's office determines the destination to which these patients will be sent and the number of patients that can be accommodated at each destination. He coordinates the information with the transportation movements division to assure that sufficient movement capability is available to accomplish the task. If sufficient capability is not available, negotiation takes

place to determine priorities and/or obtain additional transport, equipment, or space.

d. When final plans have been made the transportation movements division notifies the transportation movements agencies at origin and destination as well as the transport service involved. The medical regulating officer at the TALog headquarters notifies the origin and destination medical regulating officers. Normal procedures are then used to accomplish the movement and work out the local details of the move.

113. Prisoners of War

a. Commanding officers of prisoner-of-war and civilian internment camps submit estimated requirements through military police channels to the TALog director of personnel. The director of personnel modifies this estimate to the degree required by virtue of his knowledge of the tactical situation and submits the estimate to the TALog transportation movements division for movement planning and coordination. When firm estimates for the movement of persons are possible, movements are programmed. Commanding officers of prisoner-of-war and civilian internment camps submit requests to the local transportation movements officer for accomplishing movement. Releases are obtained for nonprogrammed moves.

b. In planning such moves it is essential that the provisions of the Geneva Convention (1949) are not violated.

c. Movement will be accomplished expeditiously.

The prisoners will be treated humanely and protected against acts of violence, insults, and public curiosity.

114. Civilians

Movement by military transport of civilians, such as refugees, displaced persons, other war victims and civil officials will be in accordance with allocations approved by the TALog commander in coordination with TALog director of personnel and with the director of CA. CA units will cite specific allocations for civilian movements in submitting requests for transportation to transportation movements officers. The provisions of the Geneva Convention (1949) are applicable to the movement of civilians as well as prisoners of war.

Section VIII. RETROGRADE SHIPMENTS

115. General

From a logistical viewpoint a retrograde shipment is one that travels in a direction contrary to the general path of logistical support. Transport equipment sent into the area on a forward mission, upon completion of the mission, is generally used for retrograde traffic. Special transportation is not normally dispatched for this purpose. In an emergency, when transportation capability is very short, it may be unwise to authorize any retrograde movement because of the time lost in the loading and unloading process.

116. Procedures

a. Although transportation capability for the retrograde movement of personnel and supplies is generally readily available, such movements will be programmed to the extent feasible. This is done primarily to maintain fluidity, to insure the orderly accomplishment of required movement, and to permit future use of transport vehicles to be planned.

b. Transportation movement releases will be obtained for retrograde moves that are not programmed. Transportation movements division may decentralize to the local transportation movements officer certain blocks of release numbers and authorize him to issue releases. In such instances, restrictions are normally established for their use. For example, a local TMO may release five cars of retrograde to any one of several listed depots and three cars to another group; and for all other retrograde moves he might have to obtain a release from the transportation movements division.

c. In all instances the transportation officer or shipper at origin must send a report of shipment to interested agencies so that preparations can be made at destination to discharge the shipment promptly.

d. Transportation movements personnel are cautioned that the rules and regulations pertaining to documentation, marking, and packing are to be strictly complied with. They will not authorize

the release of cargo that does not meet such requirements.

PART FOUR
COMBINED OPERATIONS
CHAPTER 8
INTERSERVICE MOVEMENTS

Section I. WATER MOVEMENTS

117. General

a. The requisitioning of Army supplies for the theater is accomplished by the chiefs of the technical and administrative services at TALog level. The desired delivery period to the theater is indicated on the requisitions and submitted to the oversea supply agency, CONUS.

b. The oversea supply agency has the mission of assuring the timely delivery of supplies to oversea commands. It forwards the oversea requisitions to appropriate supply installations and follows up on delivery.

c. The final allocation of movement capability to carry ocean cargoes to an oversea command is made by the Joint Chiefs of Staff, CONUS.

118. Long-Range Forecast DA Supply and Personnel Movement Program

These programs reflect the estimated total impact on the shoreline of cargo and personnel per

month for future periods. The long-range programs cover the succeeding two years. The mid-range program covers the current year and is published quarterly by Office, Chief of Transportation. The programs permit the TALog transportation movements officer to balance capabilities against future requirements and, if required, to take the necessary action to increase movement capabilities.

119. Short-Range Forecasts

The CONUS Transportation Terminal Commands prepare and transmit the ocean manifest to the TALog transportation officer as soon as a vessel has completed loading. Receipt of the manifest enables the transportation officer to formulate detailed plans for berthing vessels and for disposition of cargo. The ocean manifest is a detailed listing, by type, of the entire cargo loaded in a vessel, and shows all pertinent data to identify it.

120. Ships Destination Meeting

a. Ships en route to a theater of operations usually sail from the port of origin with a tentative destination. The reason for this is because it is not always possible to determine the most desirable point of discharge until the vessel arrives in the theater. The actual destination is determined at a ship's destination meeting.

b. Ships destination meetings are presided over by the TALog commander or his representative and are attended by representatives of MSTs, the

technical services, major agencies to which inbound personnel and supplies are destined, and the TALog transportation officer. The TALog transportation officer is assisted by the chiefs of the passenger and freight branches of the movements division and representatives from the transport services division (rail, highway and/or terminal operations branch).

c. Factors considered in determining the terminal discharge of a vessel include the following:

- (1) Characteristics of a vessel. The length, draft, and capability, and location of a ship's gear will limit the terminals where the vessel may be discharged.
- (2) Characteristics and location of the cargo. This can limit the terminals at which a vessel may be discharged in that it might require shore gear to handle heavy lifts, or it might require specific types of equipment in case of stream discharge of a vessel.
- (3) Capabilities of the water terminal. This would include not only heavy-lift equipment available, but would also include such terminal considerations as cargo backlog and labor availability.
- (4) Capability of the transportation system to clear the water terminal. This includes not only the total tonnage capability per day, but also the limitations on the size (weight and cube) of individual pieces which may be transported.

- (5) Consignee's desires for initial destination of shipment.
- (6) Transportation movements considerations, such as assuring that cargo is not discharged at a southern terminal for movement north when adequate terminal facilities exist in the north.
- (7) Priority of the equipment.
- (8) Capabilities of depots, etc., to receive shipment. This would include not only heavy-lift requirements, but also such other transportation considerations as backlogs and embargoes.

121. Shipping Directives

Upon completion of the ships destination meeting, consignees of the cargo furnish the TALog TO with a shipping directive indicating the initial destination of the cargo. It is desirable to move cargo specifically destined for the combat zone direct to such forward locations whenever possible. However, military necessity may require that cargo be moved into intermediate depots in BALog or AdLog.

122. Personnel Movement Directives

Directives for the movement of personnel from the water terminal are given the TALog TO by TARTC for individual and group replacements. Individual replacements are usually shipped to a replacement group operated by TARTC. Unit replacements are shipped to a staging area operated by a TC staging area unit under control of

the terminal command. Instructions for the disposition of other than Army troops are given to the TALog TO by the agency concerned.

123. Cargo Disposition Instructions

Cargo disposition instructions are prepared by the TALog transportation movements division. These instructions are issued to the terminal commanders and other interested agencies. Separate cargo dispositions are issued for each vessel. Cargo disposition instructions indicate the name of the vessel, point of discharge, estimated time of arrival, priority of discharge and clearance, disposition of all cargo aboard, and the mode of transport for movements exceeding the normal terminal clearance capability.

124. Water Terminal Clearance

a. Terminal commanders are responsible for the clearance of cargo through the terminals to prevent congestion of terminal facilities. They insure compliance with disposition instructions issued by higher headquarters.

b. Terminal installations are charged with the receipt, segregation, and identification of cargo, and movement to initial destination. The movement of cargo within the terminal to the local supply installation is normally accomplished by transport services which are under the operational control of the terminal commander.

c. Cargo is forwarded from the terminal as directed by the movement program. Transporta-

tion used to forward cargo from terminals is not under control of the terminal commander, but is allocated for that purpose by the transportation movements division.

125. Outbound Water Shipments

The TALog transportation officer establishes procedures for all freight movements from points within the theater of operations to TALog water terminals for shipment to points outside the TALog. TALog directives usually provide that requests for individual shipments be submitted direct to the transportation movements division chief by the chief of the technical service, or the installation commander concerned. Such requests will normally include the following information:

- a. Authority for shipment.
- b. Detailed description of items to be shipped.
- c. Number of pieces or packages.
- d. Individual weight and dimensions of pieces requiring special handling or transportation arrangements.
- e. Total short tons.
- f. Ultimate consignee and destination.
- g. Special marking, if any.
- h. Location of installation initiating shipment.
- i. Date shipment available for movement from origin.
- j. Name and location of individual initiating request for shipment.

126. Large Scale Evacuation

When large scale evacuation of cargo from a

theater of operations through TAlLog water terminals is being conducted (such as redeployment to another theater), the transportation movements division will normally prepare and distribute to the water terminals the movement programs for transportation. Information relative to the priority of the movements involved will be received from the TAlLog director of services. The movement program, when authenticated by the TAlLog director of services, constitutes a directive to all concerned for movement of the shipment to be evacuated to and through the designated terminal. Ocean shipping requirements are submitted to the Joint Military Transportation Board. Upon receipt in the oversea theater of ocean shipping space, the theater army is allocated space. The terminal commander requests MSTs to furnish vessels against this allocation.

127. Responsibilities for Outbound Water Shipments

a. In accomplishing cargo movements through water terminals to points outside the TAlLog, the responsibilities of personnel are generally as shown in *b* below.

b. The consignor is responsible for—

- (1) Submitting request for movement to the transportation movements division.
- (2) Preparing and distributing shipping documentation in accordance with established procedures. Ultimate consignee will be shown in the body of the document.

- (3) Marking each piece of the shipment in accordance with established procedures. Usually, outbound movements will be distinguished from inbound movements by superimposing a marking on the normal service marking which will be readily apparent to transportation personnel.
- (4) Upon receipt of the movement program, or other advice from the transportation movements division announcing the allocation of space to accomplish the movement, the consignor will make arrangement for the movement to the designated terminal. For a nonprogrammed move a request for transportation is submitted to the local TMO.

Section II. AIR TRANSPORTATION

128. General

Air transportation for personnel, equipment, and supplies to a theater of operations, their movement into combat, and their evacuation are controlled at the highest level possible consistent with the attainment of the overall objective.

129. Joint Military Transportation Board

a. In an oversea theater of operations the theater commander may establish a joint military transportation board (JMTB) to fulfill his responsibilities in the disposition of transportation space allocated by the Joint Chiefs of Staff, and

to perform such other functions as may be directed. Normally, the JMTB has allocation authority over the following:

- (1) Airlift provided by MATS.
- (2) Airlift available from the area airlift forces.
- (3) Sealift provided by the Military Sea Transportation Service (MSTS).

b. In the fulfillment of the responsibility of allocating theater generated airlift, the JMTB is responsible for the following:

- (1) Advise the theater commander on all matters relative to theater air transportation allocated to the command by the Joint Chiefs of Staff.
- (2) Collect, review, and coordinate the theater air transportation capabilities.
- (3) Allocate air transportation space to the component services commensurate with the capabilities of the airlift force in such a manner that the theater mission, as a whole, may best be served.
- (4) Resolve conflicts and make recommendations to the theater commander in instances where stated requirements of the services exceed the capabilities of the airlift force.
- (5) Review the utilization of airlift by component services for the most economical use.
- (6) Approve the establishment, discontinu-

ance, change in routing itinerary or frequency of scheduled airlift flights.

(7) Perform additional functions as directed.

130. Intertheater and Intratheater, Air Transportation

a. Requirements and Allocations, Intertheater.

Requirements for intertheater air transportation are submitted by the services and major joint forces to the JMTB. The JMTB evaluates these requirements and submits recommendations through J4 to the theater commander. After approval by the theater commander these requirements are forwarded to the appropriate office of the Department of Defense. Requirements for intertheater air transportation are evaluated and allocations are made to the oversea theater through the Joint Chiefs of Staff. Priorities, by theater, service, or by type cargo are established by the Joint Chiefs of Staff as required. Intertheater air transportation is provided by the Military Air Transport Service (MATs). The Military Air Transport Service is a unified command of the Department of Defense with integrated services of Air Force and Naval Air personnel and materiel. The primary mission of MATs is to provide the Department of Defense and other government agencies with strategic air transportation on a world wide basis. MATs utilizes long-range, heavy-transport aircraft over established routes in a scheduled, all-weather, round-the-clock type of operation. In the performance of its mission of providing intertheater air transportation, MATs is controlled by the

Department of Defense through the Joint Chiefs of Staff (JCS). To insure the orderly flow of traffic into the MATS system, an air traffic coordinating office (ATCO) is established at each aerial port of embarkation. Normally, the ATCO is physically located at the headquarters of the airlift agency and is organized sectionally to accommodate representation from each of the theater services. Each section consists of one or more officers designated as air traffic coordinating officers. The Army, Navy, and Air Force each appoint an ATCO to coordinate their MATS traffic requirements. The Army ATCO in a theater of operations is provided by the TAllog transportation section. ATCO's represent the service to which assigned and act in the name of that service, without regard to organizational assignment. In regard to operational matters, ATCO's at aerial ports of embarkation will be the single point of contact between MATS and their respective services. ATCO's are authorized direct communication with any organization in their service and they perform the following duties:

- (1) Control, as prescribed by each service, the flow of traffic into the MATS system.
- (2) Issue air movement designators against airlift allocations in accordance with directives of their services.
- (3) Arrange for diversion of traffic from air to surface transportation.
- (4) Take immediate corrective action on traffic irregularities reported by MATS

traffic personnel. These matters may be taken up through command channels or direct with the shipper as appropriate.

- (5) Upon request, furnish MATS with information about traffic en route to the aerial port of embarkation and with other information necessary to the MATS operation.
- (6) As required by the respective services, make reports on the use of allocations and on other matters.
- (7) Perform other duties as assigned by the respective service.

b. Requirements and Allocations, Intratheater. All services and joint forces within the theater submit requirements for intratheater air transportation to the JMTB. The JMTB evaluates the requirements and submits recommendations to the theater commander, through the theater J4. After the theater component services and joint forces receive their airlift allocation, they deal directly with the troop carrier commander, establishing specific priorities within their allocations. A shipping or receiving unit or installation may be given a priority, or a priority may be assigned a specific type cargo. The troop carrier force is the principal Air Force element available to the theater commander for air transportation of troops, equipment, and supplies within the theater. Aircraft assigned to troop carrier forces are capable of dropping parachute troops and supplies and are capable of landing on hastily prepared airstrips.

Troop carrier forces assigned to a theater of operations are commanded by the theater commander through the theater air commander. The troop carrier commander exercises centralized control of all Air Force transport operations through an air transport movement control center (ATMC) at his headquarters. The ATMC provides the troop carrier commander, his staff, and user representatives with information on the status of in-transit personnel, equipment, materiel, traffic flow, types and quantities of supplies being airlifted, and aircraft locations.

131. Airlift Coordinating Officer (ALCO)

Coordination is established by the theater army with the troop carrier forces by means of an ALCO stationed at the ATMC. This officer is normally provided by the TALog transportation section. The ALCO receives requests for air transportation from subordinate commands of the theater army. He processes them in accordance with policies, allocations, and priorities of the theater commander, coordinates the request with the ATMC, and arranges with the shipper for the delivery of the cargo. The purpose of the ALCO is to assist in controlling the flow of traffic into the airlift system at a rate commensurate with the allocations established by the JMTB. The ALCO performs the following duties:

a. Provides liaison and coordinating action for his service with the carrier regarding the flow of traffic in the airlift system.

b. Administers suballocations of airlift, and assigns area release numbers in accordance with command directives.

c. Notes irregularities in the movement of traffic, and initiates remedial action.

132. Theater Army Air Transportation

The theater army transportation officer, under the general staff supervision of the theater army G4, is responsible to the theater army commander for the utilization of air transportation within the theater army. Based upon requirements for air transportation received from the TALog and from the field armies through army group, allocations are made as directed by the JMTB. Priorities are established by the theater army commander as required.

133. Theater Army Logistical Command Air Transportation

The TALog transportation officer, under the general staff supervision of the TALog director of services, is responsible to the TALog commander for movement planning and management of the airlift allocated to the TALog by theater army. Intratheater airlift allocated to the TALog is used for cargo movement both within the TALog and from the TALog to the field armies. Theater army will normally direct that a portion of the airlift allocated to the TALog be used to support each field army. When this is accomplished, the field army commander may establish priorities for its use within the support mission of the TALog

transportation officer. Based upon these consolidated requirements, airlift capabilities, and established priorities, the air portion of the movement plan of the TALog is prepared.

134. Field Army Transport Aircraft Transportation

Present Army and Air Force agreements provide that airlift operations as required by the Army within the combat zone may be conducted with Army transport aircraft. Responsibilities of both services are currently defined in AR 95-100. The Army utilizes transportation air transport units to implement its airlift responsibility within the combat zone.

a. Transportation air transport units normally are assigned to the field army to provide the ground commander with an airlift capability as a means of attaining increased mobility in the combat zone. These units have both a combat and service support mission. Combat and service support missions require close coordination between the field army G3 and G4. Details of operation are coordinated between the appropriate transportation section and the Army aviation special staff section.

b. During combat missions, when a transportation air transport unit is attached to, placed under operational control of, or supports a ground unit, the relationship between the transportation air transport unit and the supported unit parallels that which currently exists between a tactical unit and any other attached or supporting unit. The transportation air transport commander provides

technical advice on all matters pertaining to his unit and equipment and participates in the formulation of plans and orders necessary to accomplish the mission.

c. Normal service support missions are generated through the movements division of the appropriate transportation section. Transportation air transport units are available to provide airlift for both programmed and nonprogrammed movements. Service support missions must be closely coordinated with the G3 so that the transportation air transport units can maintain a readily available capability for combat missions.

135. Responsibilities of Air Force Personnel Operating Terminals

Air Force personnel manning a terminal perform the following functions pertaining to movement and handling of Army passengers and freight:

a. Operate air cargo terminal or in-transit points in rear and/or forward areas, in proximity to aircraft takeoff points, at which supplies are assembled for transportation by air.

b. Move cargo from assembly points and/or transit storage areas to aircraft loading areas.

c. Receive all classes of supplies which are to be airlifted (based on known airlift capabilities) for delivery by air landing, free drop, and paradrop.

d. Segregate, prepare, load, and secure cargo in aircraft, and eject cargo in flight when applicable.

e. Provide technical assistance for, and super-

wise personnel of units engaged in loading organic equipment and personnel for air transportation.

f. Manifest, brief, and dispatch passengers and cargo processing through the air terminals.

g. Coordinate the processing of Army cargo and personnel with the transportation movements officer located at the air terminal.

h. Provide the required logistical and administrative support for the transportation movements officer. This includes billeting, messing, office facilities, and communication facilities.

136. Responsibilities of Transportation Movements Personnel at Air Force Terminals

a. The Army may establish facilities and station personnel at Air Force terminals in a tenant status to perform necessary Army functions and such other functions as agreed upon locally between the responsible Army and Air Force commanders concerned in each instance (AR 59-106).

b. The TALog transportation movements division determines requirements for and assigns transportation movements officers to the various air terminals. Assigned personnel determine and report the status of all Army traffic received, held, and shipped by the air terminal. They furnish special storage and handling instructions required for Army cargo, and coordinate Army traffic to and from the air terminal. They perform such other duties as required of transportation movements officers at intermediate points.

137. Air Movement Release

All Army traffic moving by air transport must have an air movement release to indicate that the cargo and passengers are authorized to move by air. The air movement release is granted by the transportation movements officer of the TALog for all Army traffic moving by air within the theater. It may consist simply of a series of numbers identifying the authorized shipment, indicating its serial number, priority of movement, and the approximate date the shipment is to be moved. The transportation movements officer may choose to include additional information in the air movement release such as the shipping agency, the classification of traffic, the origin and destination of shipments indicated by the air terminal name or code designations, and the number and category of passengers for personnel movements.

138. Procedures for Intratheater Air Movements

a. Movements via air are programmed and handled in the same manner as the other modes of transportation. The TALog transportation officer coordinates movements to be carried by troop carrier forces (TCF) based on allocated space which the JMTB has given the Army. When the shipment is made, the branch TMO serving the shipper will coordinate between the land carrier to the airfield, and the airlift coordinating officer at the airfield. If the airfield is served by a branch TMO other than the TMO normally serving the shipper, the TMO serving the shipper will co-

ordinate with the TMO serving the airfield rather than with the Air Force representatives at the airfield.

b. Nonprogrammed air movements are handled in the same manner as nonprogrammed surface movements, except that the TALog transportation officer coordinates with the ALCO for additional air capacity before he goes to the TALog director of services for priorities if the requirements exceed capabilities. The ALCO is present at the transport movement control center of the troop carrier force. This center has liaison officers from all of the users of air transportation, and controls the allocation of troop carrier force space in accordance with the directions received through channels from the joint military transportation board.

c. Evacuation of patients from the Army area by air is not handled by the TALog transportation officer, but by the TALog surgeon. The aeromedical evacuation liaison officer located at the TALog surgeon's office deals directly with headquarters troop carrier force. The TALog transportation officer may provide highway transportation to and from the airfield to augment Army Medical Service vehicles.

139. Procedure for Inbound Intertheater Air Movements

a. The TALog TO and his staff must plan for and regulate the clearance of traffic from air terminals. Instructions are published designating

the initial destination of various types of cargo to be received at each of the MATS terminals.

b. Requisitions for supply by air are processed the same way as those for water. However, added emphasis on speed of processing is indicated.

c. The Air Force transport movement control center receives advance notice of all incoming air shipments. An Army ALCO is stationed at this control center. He advises the transportation movements office serving the airfield and the transportation movements division of the TALog transportation office where the traffic will be landed. The transportation movements division, TALog, ascertains the initial destination of the shipment from the technical service concerned and notifies the TMO serving the airfield as to the destination and mode of transportation. The TMO coordinates between the airfield, mode, and the consignee for the movement of the traffic to destination. In those instances where regular recurring shipments of the same nature are made on a receiving basis, transportation may be temporarily assigned for air terminal clearance.

140. Procedure for Outbound Intertheater Air Shipments

Those agencies requiring the use of air transport to move traffic out of the theater of operations will submit requests for movement to the chief, transportation movements division. The movement will be programmed in the same general manner as were inbound shipments. Requirements will be presented to the joint military transporta-

tion board for the bulk allocations of retrograde airlift. The movement program will designate terminals to be used. In implementing the movement program the shipper will submit a request for transportation to the local TMO who will coordinate the movement between the shipper, the land carrier, and the TMO serving the airfield, who will, in turn, coordinate with the ALCO at the airfield.

PART FIVE
INTELLIGENCE, SECURITY, AND TRAINING
CHAPTER 9
TRANSPORTATION INTELLIGENCE

141. General

Transportation Intelligence provides military transportation planners and operators with the pertinent basic information required for the formulation, development, and implementation of transportation plans. To be effective, transportation intelligence must provide accurate and detailed data pertaining to the transportation system, routes, organizations, and facilities existing in a theater of operations. All foreign transportation information sources are exploited by transportation personnel to facilitate the preparation and maintenance of detailed Line-of-Communications studies used to determine and analyze the military movement limitations, capabilities, and potentialities of foreign railroads, highways, inland waterways, ports, harbors, beaches, and pipelines.

142. Responsibility

a. Transportation personnel are responsible for collecting, evaluating, and reporting transporta-

tion information, and intelligence. Transportation movements unit commanders are responsible for training their personnel to accomplish these functions. Methods of intelligence training are prescribed in FM's 21-5 and 30-5.

b. Intelligence responsibilities of transportation movements personnel operating in a theater of operations are twofold. The most important of these responsibilities is the collection, processing, and reporting of information pertaining to transportation in areas under the control of our own and friendly forces. Secondly, transportation movements personnel collect and submit to higher headquarters all available information concerning enemy transportation routes, facilities, resources, and activities.

c. In addition to the responsibilities of all Transportation Corps personnel outlined above, special transportation intelligence detachments are assigned within a theater of operations to perform specialized intelligence functions under operational control of appropriate Transportation Officers. Transportation intelligence missions, functions, responsibilities and requirements are further described in FM's 55-8, 55-6, and 30-16.

143. Collection of Information

a. Transportation movements personnel should be able to recognize and collect transportation information. All such information is brought to the attention of the appropriate transportation intelligence officer.

b. Transportation movements personnel will be guided by higher headquarters regarding the type, quantity, and quality of transportation information desired and the manner in which their reports can be improved. Guidance by commanders may be accomplished by conference, practical demonstrations, correspondence, and distribution of appropriate guides.

c. In the performance of their routine duties, transportation movements personnel stationed in the field have the opportunity to come in contact with numerous transportation agencies other than U. S. and observe equipment, materiel, and facilities. They will collect and collate all available intelligence data and submit the information to higher headquarters. Complete exploitation of transportation information sources is essential. Such exploitation is a joint responsibility of all Transportation Corps personnel, their respective commanders, and G2's at all levels of command.

d. Within Transportation Corps units, the maintenance of adequate intelligence is a command responsibility. Where no organic intelligence section exists, as for a transportation movements unit, definite intelligence functions are assigned to the best qualified and trained personnel available. They will be responsible to produce and maintain complete, accurate, and timely transportation intelligence data. Transportation Corps intelligence teams may be attached temporarily to transportation movements units to perform specific intelligence functions. Their primary function

is to collect, process, and report on foreign transportation systems, routes, facilities, equipment, and techniques, and any related significant developments. Close coordination and systematic exchange of pertinent information and intelligence between transportation special staff sections and transportation movements teams at various echelons of command will greatly benefit all concerned.

144. Dissemination

Transportation information is disseminated through the media of conferences, messages, and intelligence documents. This information and intelligence must be available to the ultimate user in sufficient time for it to be evaluated and interpreted, and plans and estimates formulated for the initiation of necessary action.

145. Utilization

Transportation movements personnel both at headquarters level and in the field can effectively plan and coordinate the movement of personnel and supplies for which they are responsible when they receive from higher headquarters timely, pertinent transportation information and intelligence giving advance notification concerning problems to be encountered.

CHAPTER 10

SECURITY

146. General

Security embraces all measures taken for protection against harassment, surprise, observation, and attack by an enemy. As applied to transportation movements personnel, security covers a broad field of activities and responsibilities. Items to be considered are communications security, tactical security of isolated teams in the field, security of classified information, and proper documentation of shipments to insure constant scrutiny and prevent loss or pilferage. Every action against lines of communication such as sabotage, airborne and guerrilla attacks, infiltration, espionage, atomic attack, and aircraft attack, must be anticipated. Since, under normal conditions, combat personnel are not available for protecting the supply routes and installations, service troops are responsible for this mission. It is therefore essential that Transportation Corps units and installations be well trained in protecting themselves and their activities. Details pertaining to security measures against enemy activities are contained in FM's 100-5, 19-30, 31-20, 31-15.

147. Responsibility

- a. In order to realize more fully their responsi-

bility and better understand their security role, all personnel must have knowledge of the existing situation. They must be familiar with the characteristics of the enemy's weapons and equipment, and the enemy's tactical doctrines, procedures, and capabilities. This information, when disseminated throughout the command, increases the effectiveness of security measures.

b. The commander concerned prescribes security measures for the protection of the command as a whole and coordinates the security measures adopted by subordinate commanders. Subordinate commanders provide any additional security required for their own local protection, including the protection of their lines of communication, unless such protection is furnished by the higher commander. These subordinate commanders maintain contact with adjacent security forces by signal communications and liaison.

c. The transportation officer of a command is responsible for staff supervision of local security for the transportation service of the command. He issues directives and instructions pertaining to transportation security in the name of, and based upon, the policies of the commander. The transportation movements unit commanders in turn are responsible for the implementation of security plans and directives from higher headquarters and for adequately training their personnel to provide the necessary security.

d. If transportation movements personnel engage in offensive operations against enemy attack

on the rear areas, they may seriously limit their ability to perform their primary mission. However, during such enemy action as airborne attacks, guerrilla action, and infiltration, the area commander must employ all available military personnel in the integrated defense. Therefore, in addition to their technical training, transportation movements personnel receive training which qualifies them to engage in combat operations when necessary. This training will enable them to defend themselves and their installations. Although transportation movements units are located so that they will be best able to fulfill their special functions of supporting combat forces, at the same time they coordinate with the commander responsible for rear area defense so that they can furnish mutual support for local defense.

148. Safeguarding Information

In the performance of their duties, transportation movements personnel receive security information concerning the movement of personnel and supplies throughout the theater of operations. Directives pertaining to the shipment of units and supplies in an active theater will, in general, be classified. Because of their mission, transportation movements personnel have constant access to classified data pertaining to existing and projected plans for movement and location of installations. Security violation is one of the most serious offenses. It is, therefore, essential that transportation movement personnel disclose information regarding personnel and supply movement only to

authorized agencies on a "need to know" basis. The provisions of AR 380-5 and other current security directives will be strictly adhered to in safeguarding classified transportation information and intelligence. Transportation movements unit commanders are responsible for insuring that the provisions of the aforementioned regulations are periodically brought to the attention of all their personnel. In addition, commanding officers will insure that their personnel are trained to safeguard security information and warned of the far-reaching consequences resulting from the unauthorized disclosure of security information through careless conversations and failure to safeguard documents.

149. Communications Security

Usually, transportation movements personnel use such electrical devices as radios, teletypes, and telephones for relaying information concerning the movement of personnel and supplies. Since the presence of guerrillas, infiltrators, and other hostile elements in rear areas is a threat to the communications system, adequate measures must be taken to provide physical security and transmission security. Physical security includes all measures designed to prevent unauthorized persons from possessing or observing classified messages, communications equipment, and cryptographic material. Transmission security consists of all measures designed to protect transmissions from interception. These measures include circuit discipline and operator training, defenses to mini-

mize interception and direction finding, and defensive measures against traffic analysis. The provisions of AR 380-5 will be observed in the transmission of information via electrical means of communications.

150. Security Against Enemy Activities

a. As is often the case, small teams of transportation movements personnel may be stationed in the field at relatively isolated locations. Since these teams are usually established at key transportation centers along the lines of communication, they are vulnerable to any enemy activities designed to harass and demoralize personnel and disrupt and destroy the facilities and installations. Field transportation personnel must, therefore, anticipate surprise attacks which may be conducted within rear areas by the enemy or by guerrilla forces and be prepared to counteract them.

b. Several different types of enemy action are possible in the rear areas. These include enemy agent infiltration to collect military information, destroy signal communications, and support invasions on the lines of communication; guerrilla armed attacks; airborne attacks; and aircraft attacks. To meet the threat of an enemy attack, transportation movements personnel will comply with local defense plans for the security and defense of their installations. Through adequate communications, an efficient warning system, and close coordination among the installations and

units in the area, common defense plans can be efficiently and rapidly initiated.

CHAPTER 11

TRAINING

151. General

a. The need for adequately trained transportation movements personnel cannot be overemphasized. They will be called upon to perform a vital transportation task in a theater of operations. It is mandatory that every member of a transportation movements organization be thoroughly trained in the performance of his duties and the fulfillment of his responsibilities.

b. Training transportation movements personnel involves individual as well as unit training. The following paragraphs discuss the problems in training the unit, and the methods and procedures which will assist in this training.

c. The unit commander is responsible for conducting the training of his unit. Training transportation movements units is a continuous process taking place in peacetime as well as wartime.

d. Problems in training this type unit lie in the fact that it is a staff organization and the full benefits of training can only be acquired when the training is conducted in conjunction with the other units with which it will normally deal.

152. Individual Training

a. Members of a transportation movements unit

may receive academic training in their particular specialty. Formal courses of instruction are conducted by The Transportation School. Commanders of units in garrison will ascertain that all their personnel, officers and enlisted men, are afforded the opportunity to attend formal courses of instruction designed to broaden their knowledge in the various fields of transportation. Service schools offer courses in MOS technical training and instruction pertaining to transportation and military science subjects.

b. The unit commander may find it possible and practical in certain situations to arrange for the training of transportation movements personnel with local civilian concerns actively engaged in furnishing transportation services. Thus transportation movements personnel can benefit from their own observations of civilian traffic management practices and also can participate actively in the operations and receive valuable on-the-job training.

153. Unit Training

a. When a transportation movements unit is not actively participating in a situation requiring its service, the unit commander should prescribe specific courses of instruction designed to provide further training in the performance of duties. These courses of instruction will be conducted by qualified members of the unit. Manuals and other official training literature required for the conduct of the schools are obtained through normal publications supply channels. Other instructional

material may be obtained from the appropriate service school.

b. Transportation movements unit commanders will insure that their personnel understand thoroughly the manuals and any other publications, commercial or military, dealing with the subject of traffic management and transportation movements.

c. Unit training schedules are outlined in current Army training publications. Units adapt the material contained therein to fit the requirements of the training situation. Sufficient time is allotted to permit each subject taught and discussed to be assimilated completely and practiced carefully.

d. Logistical exercises provide the best training method for transportation movements personnel. Every effort will be made by the unit commander to insure participation of his personnel in current logistical exercises. This participation will enable them to better understand the role played by transportation movements personnel in the support of a logistical situation.

e. If it is not possible for the transportation movements unit to participate in logistical exercises, every effort will be made toward creating field problems in which members of the unit may put into practice the knowledge acquired through attendance at service schools and unit schools. In order to add realism to the problems, it is desirable that other type service units participate, since it will afford transportation movements personnel the opportunity to study the characteristics and use of such organizations.

154. Oversea Training

Transportation movements personnel receive on-the-job training when stationed in an occupied country or sovereign country even though they are not as actively engaged in the performance of their duties as in an active theater of operations. Efforts will be made to assign to these personnel the maximum transportation movements duties wherever possible, even if only in a secondary or liaison role. The functions they perform while assigned either to occupation duty or as guests of a sovereign nation will enable them to obtain practice and experience in peacetime which can readily be applied during war conditions.

155. Reserve Training

a. Since it is important that United States Army reserve units receive adequate training in preparation for their wartime duties, the reserve unit commander will insure the preparedness of his unit by conducting an extensive training program whenever the members of the unit are assembled. This training will include briefings on the latest concepts, methods, and procedures pertaining to the field of transportation movements. Qualified members of the unit may conduct courses of instruction for the benefit of all the personnel assigned to the organization.

b. In addition to the classroom training, transportation movements reserve unit commanders will take advantage of every available opportunity to insure the full participation of their units in

field exercises or maneuvers conducted by active units. Units should receive the maximum amount of practical training during the summer training program.

156. Army Extension Courses

Service schools offer a large number of correspondence courses which provide Army personnel an excellent opportunity to further their knowledge of various subjects. Personnel are urged to avail themselves of this opportunity in order to become familiar with the latest doctrinal concepts.

157. Army Publications

In the conduct of training, transportation movements personnel will be governed by current Department of the Army directives. Other official training literature pertaining to transportation movements, such as this manual, will be of value in instructing personnel. However, it must constantly be borne in mind that situations and methods of operations will differ in every theater of operations under varying conditions.

CHAPTER 12

TRANSPORTATION INTEGRATED PROCESSING SYSTEM

158. General

This chapter is included in the manual for the sole purpose of pointing out new developments in the field of transportation movements in a theater of operations. The information contained in the chapter is the result of several tests made using automatic data processing equipment to perform transportation movements functions.

159. The System

a. In waging modern war, the time and movement elements of combat are of greater significance than ever before in history. Because of this, the Transportation Corps is adopting an electronic system for quickly processing transportation information into transportation movements data. Although the use of electronic computers is not new to the military service, the transportation integrated processing system (TIPS) provides a method of traffic management that was heretofore beyond human accomplishment. It is a highly responsive system for coordinating the transportation movement effort.

b. TIPS is composed of electronic computers

with component parts which can function either individually or collectively as a complete electronically coordinated transportation movements system. The accuracy and speed of TIPS are limited only by the accuracy of the information given it, and the speed with which it is fed into the system. An effective transceiver network is required to support each TIPS installation for the purpose of transmitting and receiving information.

160. Characteristics

TIPS is designed for the following:

a. Wide Applicability. This system will work in any overseas theater both in peace and in a wartime situation. Furthermore, it will function properly under varying command structures and in different geographical situations.

b. Flexibility. The system can be adapted quickly to changing circumstances and will function regardless of the mode of transportation involved. It will work efficiently with any combination of carriers and with great variations in traffic volume.

c. Maximum Control of Movements. By shorter planning periods and daily scheduling of movements, the system will assure the movement of only such cargo as is currently required.

161. Objectives

The following is a list of the objectives of the transportation integrated processing system:

a. Reduced time in planning.

- b. Shorter programming periods.
- c. Effective coordination of movement requirements with movement capability.
- d. Current information on in-transit location of shipments, shipping and receiving capacities, and equipment availability.
- e. Rapid analysis of data for equipment utilization, schedule performance, accounting controls, and planning.

162. Operating Procedures

To put the TIPS in operation basic information must be provided and placed in the computers. Although this raw information does not enter directly into the system, it is used to set up basic records in the computers.

a. *Shipping Manifest.* A manifest is placed in the CONUS terminal computer which turns out in print the listings, transportation assignment, and port clearance program for all cargo destined for the theater of operations. The port clearance program information is transmitted by the CONUS terminal transceiver to the transportation movements group transceiver in the oversea theater.

b. *Request for Movement.* The transportation movements officer in the field transmits movement requests to the transportation movements group where the computer prepares an intratheater movement program. The computer has knowledge of movement capability so that programs, when completed, are transmitted in time to arrive in advance of actual movements.

c. Report of Shipment. A report of shipment (RESHIP) is prepared at the time of shipment and is used to distribute necessary transportation information. In-transit status reports are made to the transportation movements group to show the location of transport equipment and shipments at all times.

d. Port Clearance Program. Once the data from the shipping manifests, movements requests, and RESHIP's has been fed into the terminal computer, the electronic memory will have on file the movement capability and line items in unloading sequence. The computer assigns a day and mode of shipment to each line item in accordance with the availability of the item and the movement capability. The computer then prints out its data in the following three forms:

- (1) The port transportation requirements which include the consignee, shipping date, and weight by mode of transport.
- (2) The port clearance program which includes line item number, digit mark, commodity, consignee, tonnage, remarks, and priority.
- (3) The cargo delivery instructions, consisting of a listing by consignee and schedule of unloading.

e. Transportation Movements Group Operation. Each shipper with a movement request sends it to the transportation movements office (branch) serving his installation. These requests cover a

7-day period and are based on known requirements to be filled. The transportation movements office (branch) forwards these movement requests to the parent transportation movements office (region) where the requests are consolidated and transmitted to the transportation movements group. Requests are made 3 days prior to the beginning of the 7-day movement period, making a total of 10 days for preparation and completion of the intratheater program. Request data are put into the computer which assigns mode and day of movement. The transportation movements group computer will also print out any residuals on request.

f. In-Transit Procedure. A RESHIP is prepared when a shipper, using the program as his authority to ship, completes loading the shipment to be moved. The TMO sends the RESHIP to destination stock control agency, and the data thereon to all check points and to the transportation movements group where the information is put into the electronic memory of the computer, where it becomes the basic record of shipment. As the transport equipment arrives at a checkpoint, an in-transit report is sent to the transportation movements group. These in-transit reports update the computer file so that the specific location of shipment and transport equipment is known at all times. When the shipment arrives at its destination, a report of arrival is sent in the same manner as the in-transit report where it becomes a permanent record in the electronic memory.

163. Conclusion

The transportation integrated processing system is based upon the latest developments in the computer field. It is applicable to any overseas area, and has the flexibility to accommodate various forms of organizational structures, and the ability to cope with great variations in traffic volume. It will provide communications and electronic capabilities necessary for the rapid transmission, recording, and analysis of transportation information. The best current practices have been incorporated into the system resulting in improved methods of planning, programming, and performance, and assuring an efficient, economical, and well regulated flow of cargo throughout the entire system. Today, armies in the field demand a level of logistical support never before achieved. To meet this challenge is the ultimate goal of the transportation integrated processing system.

APPENDIX I

REFERENCES

1. Army Regulations

AR 55-26	Transportation Movements
AR 55-22	Allocation of Transportation Space
AR 55-355	Military Traffic Management Regulation
AR 59-106	Air Transportation—Operation of Air Force Terminals
AR 59-107	Air Transportation — Responsibilities of Air Traffic Coordinating Officers
AR 59-109	Flight Priority of Nontactical Military Aircraft Operating During Military Emergency
AR 95-100	Clarification of Roles and Missions of the Department of the Army and the Air Force Regarding Use of Aircraft
AR 320-5	Dictionary of U.S. Army Terms
AR 320-50	Authorized Abbreviations and Brevity Codes

AR 380-5

Safeguarding Defense Information

AR 380-55

Safeguarding Defense Information in Movements of Persons and Things

2. Field Manuals

FM 8-10

Medical Service, Theater of Operations

FM 19-30

Physical Security

FM 21-5

Military Training

FM 21-6

Techniques of Military Instruction

FM 21-30

Military Symbols

FM 27-10

The Law of Land Warfare

FM 30-5

Combat Intelligence

FM 31-15

Operations Against Airborne Attack, Guerrilla Action and Infiltration

FM 41-5

U.S. Joint Manual of Civil Affairs/Military Government

FM 41-10

Civil Affairs/Military Government Operations

FM 41-15

Civil Affairs/Military Government Units

FM 55-37

Transportation Battalion, Infantry Division

FM 55-51

Transportation Terminal Commands Theater of Operations

FM 55-52

Transportation Terminal Battalion and Terminal Service Company

FM 100-5	Field Service Regulations Administration
FM 101-5	Staff Officers' Field Manual; Staff Organization and Procedure
FM 101-10	Staff Officers' Field Manual; Organization, Technical and Logistical Data
FM 110-5	Joint Action; Armed Forces

3. Miscellaneous Publications

DA Pam 108-1	Index of Army Motion Pictures, Filmstrips, Slides, and Phono-Recordings
DA Pam 310 Series	Military Publication Indexes (As applicable)
USCONARC TT 110-102-1	} Joint Military Transportation Boards and Airlift Coordinating Offices
TACM 76-1	

4. Standardization of Operations and Logistics Agreements (SOLOG Agreements)

SOLOG Agreement 27	Principles and Policies of Movements
SOLOG Agreement 30	Movements General
SOLOG Agreement 31	Movement Duties in the Field
SOLOG Agreement 50	Report of Shipment Personnel, and Freight

5. Books

U.S. Army in
World War II

The Technical Services
Transportation Corps
Operations Overseas By
Bifofsky and Larson Of-
fice of the Chief of Mili-
tary History

U.S. Army in
World War II

European Theater of Oper-
ations Logistical Support
of the Armies By Rup-
penthal

APPENDIX II

SAMPLE REQUEST FOR TRANSPORTATION

REQUEST FOR TRANSPORTATION

I. TMO request nr R-410

II. 180730 Dec 58

Date-time request forwarded

To: TMO Orleans Area Comd Originator's reference nr

From: Dep 999

Routine

Initial/Reconsignment/Other: Specify
Precedence: Routine/Emergency

Location Orleans Grid Coordinate FX 1903 Tel Yard bird 67

1. Number of passengers

N/A

2. Service and class of supply

ORD CI II & IV

3. Total weight 300 S/T

4. Heavy lift (over 4,000 lb) or oversize (over 400 cu ft)

List: N/A

5. Origin (for loading) Dep 999 Orleans (FX 1903)

Cord

6. Consignee and destination Dep 888 Mannheim, Germany (NV 8888)

Cord

7. Available for loading 21 Dec 58 0730

Date

Hour

8. Authority L-11 Movement Program dated 1 Dec Hq ComZ

JOHN DOE

Capt, Ord Corps

Consignor's signature

Preparation and distribution instructions

Consignor prepares in quadruplicate.

Consignor retains one (1) copy for file.

Consignor forwards three (3) copies to TMO.

TMO forwards two (2) copies to selected carrier.

Sections I, III, and V to be completed by TMO.

Section II to be completed by consignor.

Section IV to be completed by carrier and one (1) copy returned to TMO.

III. Carrier	SNCF	N/A	181400 Dec 58
	(Orgn)	(Name)	(Date & time)

IV. Loading schedule: date and hour unit of transport will be spotted	Tonnage to be loaded; Personnel	Actual time loading is completed	Actual time departed terminal
210730 Dec 58	300 S/T	212030 Dec 58	220600 Dec 58

V. Coordinating instructions for air moves, e.g., origin and destination airfield:

N/A

Arrangements confirmed to consignor 180800 Dec 58
(Date & time)

(Signature of TMO)

Remarks:

VI. INSTRUCTIONS FOR PREPARING REQUEST FOR TRANSPORTATION

1. TMO assigns a request number to the TR
2. Consignor indicates time the request is forwarded to TMO.
3. Indicate TMO to receive the request.
4. Unit designation of shipper.

5. Location.
6. Grid coordinate.
7. Telephone number.
8. Number of passengers if move is a personnel move.
9. Service and class of supply to be shipped.
10. Total weight of supplies to be shipped.
11. Individual listings of heavy lifts or oversized shipments.
12. Location or terminal at which supplies will be loaded onto transportation.
13. Consignee and location of terminal at destination.
14. Date and time cargo or personnel will be available for loading.
15. Authority for making the move: cite movement program line number or release number.
16. Signature of shipper.
17. Carrier selected to provide the transportation by organization and name; indicate the date and time that carrier is notified of obligation.
18. Date and hour unit of transportation will be spotted for loading.
19. Tonnage to be loaded.
20. Actual time loading is completed.

21. Actual time transportation departed carrier's terminal en route to consignee.
22. Instructions for coordinating air moves by listing airfields at origin and destination.
23. TMO confirms shipping arrangements for shipper, indicates date and time confirmation is made, designates shipper.
24. TMO's signature.

APPENDIX III **TROOP TRAIN INSPECTION REPORT**

SOLOG AGREEMENT 31
(REVISED)

TROOP TRAIN INSPECTION REPORT

DATE.....

*UNIT IDENTIFICATION..... TRAIN NO.....

FROM..... TO.....

(List ALL coach/car initials, numbers and damaged items. If nil, indicate)

COACH/CAR NO. & TYPE	CONDITION OF COACH/CARS PRIOR TO ENTRAINMENT (see reverse side)	CONDITION OF COACH/ CARS AFTER DETRAIN- MENT (see reverse side)

* * * * *

Inspected prior to entrainment by:		Inspected after detrainment by:
(Signature)		(Signature)
1. Entrainment TO/MC Det**	1. Detraining TO/MC Det	
2. OC Troops (Train) ***	2. OC Troops (Train)	
3. Railway Inspector	3. Railway Inspector	

REMARKS: Use reverse side for detailed explanation of cause of damage.

Inspection to be made by military personnel whether or not railway representative is available.

*When security regulations prohibit it, titles of units will not be shown and units will be described by their unit security serial number.

**Transportation Officer/Movement Detachment.

***To be signed by OC Troops (Train), or his representative, and should be the same officer making inspection at entraining and detraining points if possible.

(Reverse Side of Form)

INSPECTING PERSONNEL WILL CHECK THE FOLLOWING

1. Coach/car floors free from dirt and in sanitary condition.
2. Seats clean and free from tears.
3. No broken windows or doors.
4. Ventilators in proper order.
5. Lavatories in working order and properly supplied with water.
6. Toilets clean and sanitary; flushing apparatus in working order, and sufficient supply of toilet paper.
7. Water tanks filled (and iced if applicable). Extra water containers available in each coach/car.
8. Lighting fixtures in working order and coach/car properly lighted for night travel.
9. Platforms and steps of each coach/car safe and secure.
10. Passage used by passengers between coach/cars to be guarded by diaphragms/covered gangway; if not, arrangements to be made for equipping with chains or heavy ropes.

11. Emergency/communication cord.
12. Fire apparatus.

ADDED REMARKS

GLOSSARY

AdLog	Advance logistical command
AFB	Air Force base
ALCO	Airlift coordinating office (officer)
ATC	Air transport control center
ATCO	Air traffic coordinating officer
ATMC	Air transport movement control center
BaLog	Base logistical command
CA	Civil affairs
CONUS	Continental United States
DA	Department of the Army
DEP	Depot
DOD	Department of Defense
IWT	Inland waterway transport
JCS	Joint Chiefs of Staff
JMTB	Joint military transportation board
MATS	Military Air Transport Service
MSTS	Military Sea Transportation Service
OC (OIC)	Officer in charge
BALog	Report of shipment
PAX	Passengers
STON	Short tons
SUPPT	Supply point
TALog	Theater army logistical command
TARTC	Theater army replacement and train- ing command
TAZ	Theater administrative zone

TCC	Troop carrier command
TCF	Troop carrier forces
TMO	Transportation movements office (officer)
TO	Transportation officer

INDEX

	Paragraph	Page
Action on receipt of movement program.....	68	79
Action on reporting shipments.....	68	79
Administrative:		
Control	69-72	80
Planning	51, 52	66, 67
Procedures	49-63	65
Advance logistical command	21	31
Air transportation:		
Airlift liaison coordinating officer.....	131	145
Air movement release	137	150
Field army aircraft	134	147
Inbound intertheater movements	140	152
Intertheater and intratheater transportation	130, 138	142, 150
Joint Chiefs of Staff.....	130	142
Joint military transportation board....	129	140
Military air transport service	130	142
Movements personnel, responsibilities..	136	149
Nonprogrammed movements	138	150
Outbound intertheater shipments	140	152
Patients	138	152
Personnel operating terminals, responsibilities	135	148
TALog	133	146
Theater army	132	146
Allocation of oversea movement capability	117	133
Army group	45	58
Base logistical command	21, 23	31, 33
Branch offices, organization	33	45
Consolidation	29, 90	39, 109
Control, TALog level	72	84
Critical areas	10	13

	Paragraph	Page
Deployment	31	41
Diversion	29, 96	39, 117
Documentation:		
Supply	61	74
Transportation	61	74
Embargo	11	13
Expedite	29, 93	39, 115
Field army	46	59
Freight and passenger branches.....	29	39
Freight and passenger sections.....	33	45
Holding in transit.....	29, 95	39, 116
Installation capacity report.....	55	69
Installation transportation officer.....	60	74
Instructions to users.....	53-62	68
Intelligence:		
Collection	143	155
Dissemination	144	157
Responsibility	142	154
Utilization	145	157
Intradistrict or intra-area transportation system	24	33
Intralogistical command transportation system	23	33
Joint military transportation board	69, 129	80, 140
Management	7	9
Management functions	74	85
Marking regulations	62	75
Modes of transportation, advantages.....	80	91
Movement:		
Authentication	81	95
Capability	6	7
Format	81	95
Instructions	84	103
Nonprogrammed	57, 83	73, 101

	Paragraph	Page
Period of time covered	16	19
Requirement	4, 77	6, 87
Variations	82	100
Nonprogrammed movements	57, 83	73, 101
OC troops (train):		
During detrainment	105	123
During entrainment	105	123
En route	105	123
Inspection report	106	125
Standing instructions	105	123
Passenger movements:		
Air	103	122
Civilian	114	130
Groups	109	126
Highway	102	122
Individuals	108	126
OC troops (train)	105	123
Patients	112	127
Prisoners of war	113	129
Rail	104	123
Replacements	110	126
Report of shipment, personnel	107	125
Principles and policies	14-18	16
Principles of movement planning	80	91
Priority of movements	80	91
Program branch	28	36
Purpose	1	4
Reconsignment	29, 96	39, 117
Regional offices, organization	33	45
Release	29	39
Requests for transportation	58	73
Retrograde shipments	116	131

	Paragraph	Page
Schematics:		
Mode	79	91
Requirements	79	91
Use	80	95
Security:		
Communications	149	161
Enemy activities	150	162
Information	148	160
Responsibility	147	158
Ships destination meeting	120	134
Staff transportation:		
Movements division, instructions	67	78
Officer	19	26
Stopping in transit	94	116
Supply planning	52	67
Terminology	4-11	6
Theater army logistical command (TALog)	1, 15, 21, 23, 25, 30, 46, 50	4, 16, 31, 33, 34, 40
Intersectional transportation system....	22	32
Tracing	29, 92	39, 113
Traffic	5	7
Training:		
Extension courses	156	168
Individual	152	164
Oversea	154	167
Publications	157	168
Reserve	155	167
Unit	153	165
Transfer	29, 91	39, 110
Transport services:		
Action on receipt of movement program	65	77
Instructions	63-65	75
Reports	64	76
Transportation battalion (Movements).....	36	48
Capabilities	37	48

	Paragraph	Page
Transportation Corps, mission	2	4
Transportation group (Movements).....	35	47
Capabilities	37	48
Transportation Integrated Processing System:		
Characteristics	160	170
Explanation	159	169
Objectives	161	170
Operating procedures	162	171
Transportation movements:		
Activity at destination	97, 98	118
Activity at origin	85-88	104
Activity en route	89-96	108
Bulletin	55	69
Combat zone	44-48	58
Control	15	16
Corps level	47	64
Division	48	64
Duties of personnel	100	119
Field organization	30-33, 34, 39,	40, 45, 46, 52,
	43	56
Local office daily activity	88	107
Officer	32	42
Objective	12	15
Principles	14	16
Requirements	56	72
Results	13	15
Staff organization	25-29	34, 39
Transportation movements agencies in the field:		
Instructions	68	79
Report of shipment	87	105
Request for transportation	86	104
Transportation movements division:		
Relationship to other agencies.....	20	26
Transportation movements teams	37	48
Augmentation	38	50
Type movement program	81	95

	Paragraph	Page
Vessel terminal discharge	120	134
Water movements:		
Long-range forecast	118	133
Short-range forecast	119	134
Water shipments:		
Large-scale evacuation	126	138
Outbound	125,	138,
	127	139
Water terminal:		
Cargo clearance	124	137
Cargo disposition instructions	123	137
Personnel clearance	122	136

By Order of *Wilber M. Brucker*, Secretary of the Army:

L. L. LEMNITZER,
General, United States Army,
Chief of Staff.

Official:

R. V. LEE,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army:

CNGB (1)
 DCSPER (1)
 ACSI (1)
 DCSOPS (1)
 DCSLOG (1)
 ACSRC (1)
 Tech Stf, DA (1) except
 CofT (5)
 Tech Stf Bd (2) except
 TC Bd (3)
 USCONARC (7)
 US ARADCOM (2)
 OS Maj Comd (4)
 OS Base Comd (2)
 Log Comd (3)
 MDW (1)
 Armies (15) except
 First US Army (17)
 Corps (10)
 Div (5)
 Instl (1) except
 Gen Dep (3)
 TC Dep (3)
 Army Terminals (4)
 USAWC (5)
 USACGSC (25)
 Br Svc Sch (5) except

USAES (10)
 AMSS (25)
 USAIS (36)
 USACAMGSCH (40)
 USATSCH (600)
 Mil Dist (1)
 USA Corps (Res) (1)
 Sectors, USA Corps (Res)
 (1)
 TC Sec, Gen Dep (3)
 Trans Mat Comd (4)
 Trans Terminal Comd (6)
 MAAG (4)
 Units org under fol TOE:
 55-11 (2)
 55-12 (2)
 55-16 (2)
 55-111 (1)
 55-116 (1)
 55-121 (1)
 55-131 (1)
 55-201 (1)
 55-202 (1)
 55-225 (1)
 55-226 (1)
 55-500 LA, LB, LC, LD,
 LE, LF (2)

NG: State AG (1); units—same as Active Army.

USAR: Same as Active Army.

For explanation of abbreviations used, see AR 320-50.

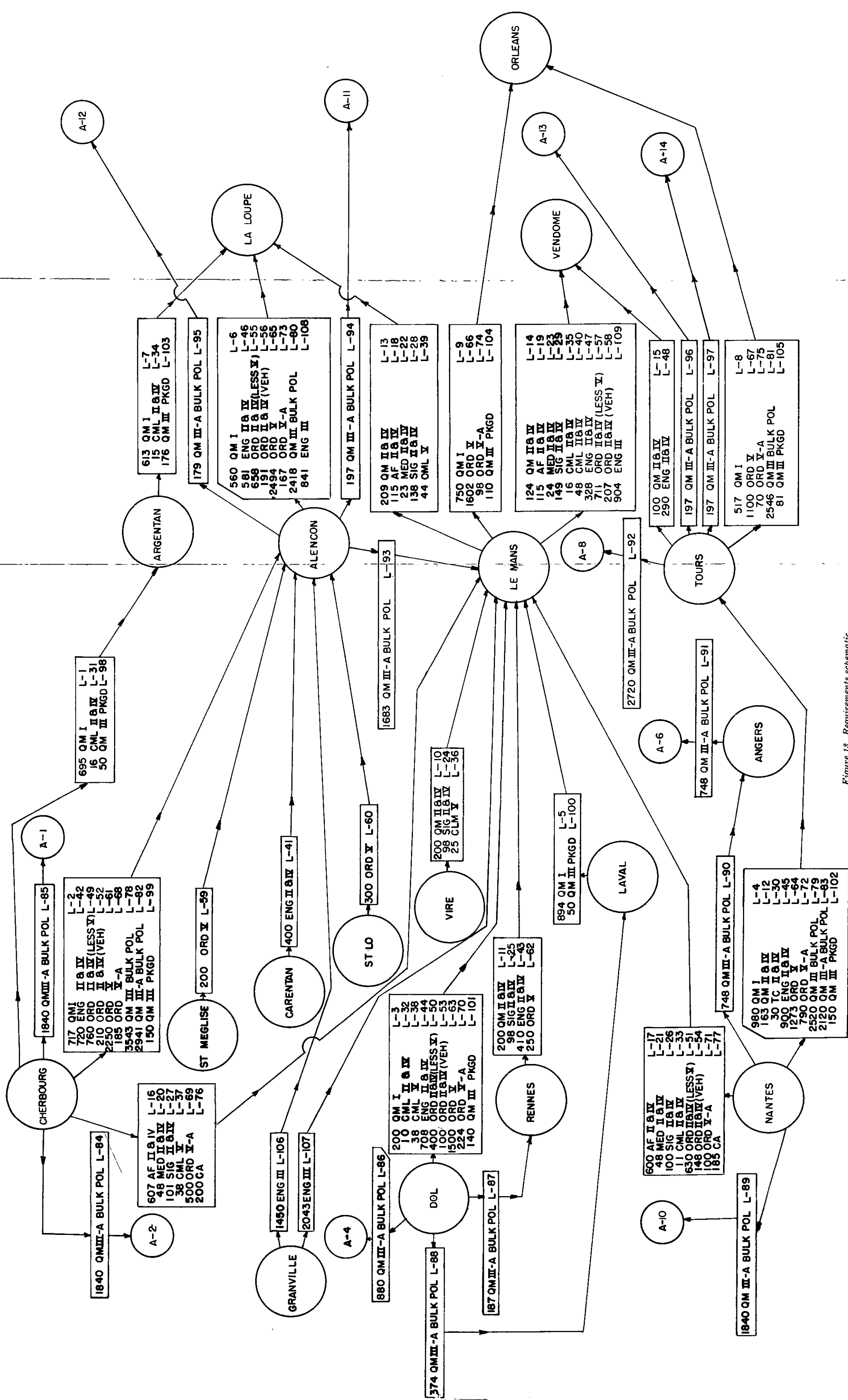


Figure 13. Requirements schematic.

